



University College

OF THE NORTH

Annual Report 2007-08

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Committed to Aboriginal and Northern learners

University College of the North (UCN) offers students quality education... certificates, diplomas and degrees. It's all within reach and within our region.

Over 278 qualified faculty, staff and Elder services provide the best of instruction and support for 2168 students. Campuses are located in The Pas and Thompson, and programs and services are delivered through our network of Regional Centres in 12 northern communities.

A new world of opportunity is available in the North for those who strive to learn, work and succeed!

University College

OF THE NORTH

The Pas Campus

7th and Charlebois, The Pas, Manitoba R9A 1M7

Phone: 204.627.8500

Toll-Free: 1.866.627.8500

Thompson Campus

504 Princeton Drive, Thompson, Manitoba R8N 0A5

Phone: 204.677.6450

Toll-Free: 1.866.677.6450

Regional Centres

Bunibonibee Cree Nation (Oxford House), Chemawawin Cree Nation (Easterville), Churchill, Flin Flon, Mathias Colomb First Nation (Pukatawagan), Misipawistik Cree Nation (Grand Rapids), Nisichawayasihk Cree Nation (Nelson House), Norway House Cree Nation, Pimicikamak Cree Nation (Cross Lake), St. Theresa Point First Nation, Swan River, Tataskweyak Cree Nation (Split Lake)



Message from the Governing Council Chair

This 2007-08 Annual Report offers another marker as UCN continues its journey to ensure quality post-secondary education for the north, in the north, and by the north. It is important to celebrate our accomplishments and then set our sights higher as we move on to the next challenge.

Maintaining accessibility to post-secondary education is an important issue for northern Manitoba but we must also commit to ensuring we have leading faculty, modern equipment and facilities, quality student services, and an enhanced student experience. UCN will continue to impact northern Manitoba with its leadership, independent critical thinking and awareness of its social and environmental responsibilities. UCN will build on its successes to create an academically strong, student-centred learning environment for the North and for Manitoba.

We will grow, not only in terms of students, but in the development of unique programs, landmark research, and new initiatives. No matter the size, whether large or small, UCN will always recognize the inherent value of our students, faculty, and professional and support staff... all of whom are the very foundation of this institution.

The Governing Council is grateful to all ... be it students, faculty, staff, alumni, or friends of the institution ... who have worked beside us and with us, as we continue the pursuit of excellence and originality.

**Mr. Lorne Keeper, Chair
Governing Council**



Message from the President

The 2007-08 Annual Report demonstrates our continued growth into a university college. As UCN moves forward, our focus has been on increasing accessibility to post-secondary education in Northern Manitoba for all people. As the University College of the North has come into its fourth year as the newest post-secondary institution in Manitoba, we have successfully created fertile ground for growth as a stellar comprehensive institution.

While continually meeting the opportunities that coincide with this level of growth and change, we have delicately balanced our development with sustainability, program outcomes assessment, and evaluation/adaptation of new programs to meet the needs of our communities, industry partners, and learners. As our immediate catchment area encompasses 175,000 square miles, UCN's administration, staff and faculty travel many miles and work hard to establish ongoing partnerships with chiefs and councils, Métis leaders and communities, northern industries and businesses, and local governments and citizens.

This past year we have made major progress alongside the provincial government with planning of our capital projects including the new campus in Thompson and the major expansion and renovation to The Pas Campus. We intend to see ground breaking in the near future.

In reorganizing the UCN Academic structure, we have selected three new deans in the areas of Student Development, Health Studies, and Education. This has allowed us the capacity to expand our student development strategy which focuses on meeting the needs of northern learners, including a retention strategy for current students. The demand for teachers and professionals in health care has positioned us to provide opportunities for adult learners and sequential learners to stay at or close to home while developing their future careers.

We have made great strides in developing our applied and community-based research agendas which will advance the development of an Aboriginal and Northern Research Centre. Further, we have laid groundwork for the Bachelor of Science programs and for the Centre for Aboriginal Languages. In spite of real spatial constraints at both The Pas and Thompson Campuses, the UCN Library and Instructional Services area has aggressively expanded acquisitions of print and non-print materials, as well as additional electronic resources to be available to UCN learners and faculty at both of our campuses as well as our Regional Centres.

As part of our commitment to community-based delivery, UCN has prioritized work with our Regional Centres and surrounding communities to ensure delivery of contract training that addresses their stated needs. Along with the work in community-based services we have expanded our trades and apprenticeship delivery in 2007-08 in order to meet the high demand for talented and skilled labourers in order to meet the market needs of the North, the Province of Manitoba, and across Canada.

With the passing of each academic year, UCN makes great progress in developing student bursaries and scholarships as well as providing more opportunities for students to complete their educational goals. Most importantly, we have placed an emphasis on meeting the needs of our students demographically, academically, socially, and transitionally.

In closing, attaining the goals of our vision and mission requires input from all of our stakeholders, as well as our faculty and staff. Our tri-councils have worked diligently to establish a governance structure for UCN that sets the University College of the North apart from other post-secondary institutions.

I personally want to welcome and thank everyone for being "On the Path to the Future – Realizing Northern Opportunities and Dreams" with UCN.

Denise K. Henning, Ph.D.
President and Vice-Chancellor





Mrs. Stella Neff

Council of Elders

Chair

Mrs. Stella Neff – Misipawistik Cree Nation (Grand Rapids)

Elders

Mrs. Theresa Bighetty – Mathias Colomb First Nation (Pukatawagan)

Mrs. Mabel Bignell – Opaskwayak Cree Nation

Mr. Ted Chartrand – The Pas

Mr. Nicholas Halcrow – Pimicikamak Cree Nation (Cross Lake)

Mrs. Martha Jonasson – Wabowden

Mr. John Martin – UCN Resident Elder – The Pas Campus

Mrs. Madeleine Spence – Nisichawayasihk Cree Nation (Nelson House)

Mr. Wellington Spence – Nisichawayasihk Cree Nation (Nelson House)

Mr. Ralph Thomas – Chemawawin Cree Nation (Easterville)

Mrs. Emma Jane Wood – Garden Hill

Elders are respected and honoured by their communities for their spirituality, wisdom, strong intelligence, knowledge, life experiences, and teachings. Utilizing the seven sacred teachings of the Original peoples (wisdom, love, respect, courage, humility, honesty, and truth) guides UCN.

Elders have a deep understanding of people and communities. Elders are recognized for their gifts, their love and knowledge of the land and the language, and for their knowledge of traditions. Within UCN, Elders are role models, resources, and advisors, providing guidance and support to students, staff, and administration. They are ambassadors for UCN in the larger community.



Ovide Mercredi

Governing Council

Chancellor

Mr. Ovide Mercredi

Chair

Mr. Lorne C. Keeper

Vice-Chair

Dr. Laara Fitznor

President & Vice-Chancellor

Dr. Denise K. Henning

Council Members

Appointed by Government

Mr. Mike Bignell
Ms. Harmony Dumas
Mr. Tom Goodman
Ms. Bev Fontaine
Ms. Sharon McKay
Mr. Mike Pulak
Mrs. Ana Rodriguez
Mr. William Schaffer

Appointed by UCN Governing Council

Mr. John Solomon
Ms. Judy Mayer

Selected by UCN Staff and Faculty

Ms. Lily Peters
Mr. Brian Roque
Dr. Maureen Simpkins

Council of Elders Representative

Mrs. Martha Jonasson, Elder

Learning Council Representative

Dr. Peter Geller

Student Council Representative

Ms. Catherine Spence

UCN Tri-Council Executive Officer

Ms. Judith R. Elaschuk



Dr. Peter Geller

Learning Council

Chancellor

Mr. Ovide Mercredi

President & Vice-Chancellor

Dr. Denise K. Henning

Chair

Dr. Peter Geller, Dean of Arts

Governing Council Representative

Dr. Laara Fitznor

Council of Elders Representative

Mr. Ralph Thomas

Vice-Presidents

Mr. Konrad Jonasson, VP Community-Based Services

Dr. Kathryn McNaughton, VP Academic & Research

Deans

Dr. Selvin Peter, Dean of Trades & Technology

Student Representatives

Mr. Christopher Hersak, Bachelor of Nursing Program

Mr. Garry McIvor, Prep for Health Careers Program

University Faculty

Ms. Sandra Barber, Bachelor of Arts

Dr. Peter Cole, Bachelor of Arts

Ms. Bijou Howatt, Bachelor of Nursing

Ms. Donna Kozun, Bachelor of Nursing

Dr. Scott MacAulay, Sociology

Ms. Sharon McLeod, Aboriginal Self-Government Admin.

Ms. Cindy Nordick, Bachelor of Nursing

Mr. David Williamson, Bachelor of Arts

College Faculty

Ms. Barb Carlson, Early Childhood Education

Ms. Patty Klimchuk, Dental Assisting

Ms. Michelle Logeot, Computer Systems Technology

Ms. Terralyn McKee, Early Childhood Education

Mr. Alan McLauchlan, Law Enforcement

Mr. Cam Menard, Computer Systems Technology

Mr. Roland Misling, Industrial Mechanical

Ms. Brenda Wasyluk, Health Care Aide

Academic Advisor / Counselor

Ms. Jackie Fitzpatrick

Ex-Officio Members

Ms. Carol Girling, Registrar

Ms. Linda Melnick, Director of Academic Development

Mr. Alfred McDonald, Dean of Access

Mr. Rob Penner, Dean of Health & Applied Science

Ms. Connie Pringle, Dean of Business

Dr. Stan Gardner, Dean of Library & Instructional Services

About University College of the North

The University College of the North (UCN), in its fourth year as Manitoba's newest post-secondary institution, has experienced much growth over the 2007-2008 academic year.

UCN's Governing Council Ends Statements are:

1. Knowledgeable, Empowered People and Communities;
2. Respect for Aboriginal Cultures and Identities and for Diversity;
3. Research Capacity Developed for the North;
4. An Educated Populace for Social and Economic Development of the North;
5. Accessible, Equitable, Affordable, and Relevant Further Education Where People Live.

The University College of the North offers students quality education, certificate courses, diplomas and degrees close to home. It's all within reach and within our region.

Over 278 qualified faculty, staff and Elder services provide the best of instruction and support for 2168 students. UCN has two main campuses in The Pas and Thompson as well as 12 regional Centres in Churchill, Tataskweyak Cree Nation (Split Lake), Nisichawayasihk Cree Nation (Nelson House), Mathias Colomb First Nation (Pukatawagan), Flin Flon, Bunibonibee Cree Nation (Oxford House), Pimicikamak Cree Nation (Cross Lake), Norway House Cree Nation, St. Theresa Point First Nation, Mispawistik Cree Nation (Grand Rapids), Chemawawin Cree Nation (Easterville), Swan River (shared with Assiniboine Community College, Campus Manitoba and Swan Valley School Division),

A new world of opportunity is available in the North for those who strive to learn, work, and succeed!



Mission Statement

Northern communities and people will have opportunities, knowledge and skills to contribute to an economically, environmentally, and culturally healthy society that is inclusive and respectful of diverse Northern and Aboriginal values and beliefs.

Values

The University College of the North seeks to create a sense of community in which staff and students value excellence, fairness, honesty, integrity, tolerance, respect, and service. We believe our operations must be aligned with the principles of justice, respect for others and responsible care. The University College of the North values academic freedom, equity, and diversity. We strive to create a culture of open communication, shared decision making, and equity of opportunity. We believe in the transforming effects of education and that we have a leadership role to play in the human resource development of the people of northern Manitoba.

Guiding Principles

The following guiding principles serve as the foundation for the Strategic Plan for the University College of the North (UCN):

- ❖ That UCN be learner-centred with the interests of the students placed above all others in order to support their growth through life's journey;
- ❖ That UCN be characterized by a culture of respect, openness, inclusiveness, and acceptance;
- ❖ That UCN reflects the Aboriginal reality and cultural diversity of the North;
- ❖ That Elder involvement is respected throughout;
- ❖ That UCN be dedicated to community and northern development in the widest sense: cultural, economic and environmental;
- ❖ That UCN be regionally and community-based, adopting innovative curriculum design and delivery to serve a vast territory;
- ❖ That UCN have a strong labour market focus.

Vision Statement



Governance

The University College of the North operates within a tri-cameral system that includes the Governing Council, Council of Elders, and the Learning Council, all of which are mandated by the UCN Act.

The Governing Council is comprised of 20 members from locations as far south as Winnipeg to as far north as Thompson and areas in between. The membership provides a wide representation of industry, secondary and post-secondary education, northern and southern communities, the Council of Elders, Learning Council, and UCN faculty and students.

The Council of Elders consists of 16 members representing the Aboriginal communities of Cross Lake, Easterville, God's Lake Narrows, Grand Rapids, Island Lake, St. Theresa Point, Lac Brochet, Nelson House, Norway House, Oxford House, Pukatawagan, Split Lake, The Pas, Thompson, and Wabowden.

The composition of the Learning Council is made up of 29 members and includes representation from the college and university faculty, academic administration, academic resources, academic services, student body, the Governing Council and the Council of Elders.

Some of the key activities undertaken by the tri-councils this academic year included...

- ❖ The visioning activities overseen by the Governing Council, which included contributions from the Learning Council, Council of Elders, faculty and staff to form the vision for UCN (included on page 11 of this report).
- ❖ The installation of UCN's first Chancellor – Ovide Mercredi.



- ❖ The establishment of the Realizing Northern Opportunities and Dreams Campaign to raise awareness of and contributions towards UCN.
- ❖ The annual retreat held in June and hosted by the Governing Council that included the Learning Council, Council of Elders, and UCN faculty and staff. The theme for the retreat focused on opportunities and challenges in relation to the Ends.
- ❖ The involvement of the Council of Elders in ongoing activities of UCN has included, but was not limited to, representation on the Learning and Governing Councils, as well as the standing committees of the Learning Council and selection committees for UCN positions; providing guidance on new academic programs such as the Kenanow Bachelor of Education program, new curriculum, academic guidelines and policy, affiliations and partnerships, research & ethics guidelines; and participating in conferences such the Aboriginal Social Justice Symposium, Northern Voices Northern Realities, and UCN's Linkages Conference.
- ❖ The Learning Council worked diligently this year to finalize its rules of governance and the terms of reference for its standing committees allowing it to move forward with a comprehensive academic governance structure, diploma, and degree programs.

Administration - Operations and Infrastructure

The University College of the North has been working in collaboration with the Provincial Government on the planning and pre-design phase of the expansion and renovation to The Pas Campus and the development of a new campus in Thompson. Many partnerships have been forged with community government leaders such as Mayors and Councils, Chiefs and Councils and with major governance structures such as Manitoba Keewatinook Ininew Okimowin and the Northern Manitoba Roundtable. Linking with our Northern partners is in keeping with the UCN commitment to respecting community knowledge and values, acknowledges the vital role of business partners in the development of UCN and the role of UCN as the catalyst for economic and social change.

The Strategic priorities identified by UCN in the area of Operations and Infrastructure Development are:

- ❖ Replacement of the Thompson campus facility – site analysis, functioning programming and pre-design work is underway. The construction start is tentatively scheduled for spring 2011.
- ❖ Capital enhancements/renovations of The Pas Campus – the functional programming will determine the space requirements for the planned renovation and expansion. The construction start date is tentatively scheduled for fall, 2010.
- ❖ The redevelopment of both campuses is managed as one project, with design and construction developing concurrently.
- ❖ Minister of Advanced Education and Literacy established a UCN Redevelopment Steering Committee, chaired by the Deputy Minister, and whose mandate is to provide oversight and direction for the redevelopment of the University College of the North.
- ❖ Indicators for improving accessibility to the UCN academic programs highlighted the need for student housing and childcare services. Working with the Minister of Housing and Childcare, UCN sourced \$4.8 million for Thompson and \$4.2 million for the development of affordable housing for UCN students. The housing projects are currently being designed and construction is scheduled for 2009.
- ❖ UCN has initiated the design phase of a \$2 million Childcare Centre in Thompson and a \$2 million Childcare Centre in The Pas. Both facilities will be designed for 70 children and will include Learning Labs to support the academic programs of Education, Nursing, Dental



Assisting and Early Childhood Education. UCN has received \$100,000 Provincial funding to date and will be undertaking a capital campaign to source additional funds.

- ❖ It is incumbent upon UCN to provide and maintain the existing learning and administration environments which support a clean, safe, welcoming atmosphere and is respectful of the diverse population we serve. The Workplace Safety and Health Committee has been revitalized to ensure the workplace and learning environment of staff and students is safe and that a comprehensive Safety Management System is established. Related to safety, an Emergency Measures Plan is in progress and will define the measures that must be adhered to in the event of a critical incident.
- ❖ A Policy Committee has been established to review and revise policies and procedures to reflect the transition from a college to a university and to be current with social and economic change in the region.
- ❖ The Communication Strategy was developed and is being further refined. The development of policy around communication protocols, logo, branding and media relations will support the implementation of the strategies.

The University College of the North is committed to creating and maintaining environments that respect diversity, professionalism, wellness and human dignity. UCN is promoting an institutional culture which values the contribution of all who enter our path.

Information Technology

The University College of the North service area includes all of the geographic land mass north of the 53rd parallel. Distributed learning technologies, including videoconferencing and Internet-based delivery, are essential to University College of the North to ensure access to education throughout northern Manitoba.

UCN was given \$1 million in the 2007-08 fiscal year to upgrade the electronic infrastructure. This is one-time money and has resulted in significant upgrades to the UCN electronic infrastructure at all locations.

The IT Division now supports 979 computers, 160 printers and 76 servers in 15 locations.

In 2007-08 the Information Technology Division:

- ❖ Installed new electronic infrastructure in the community of Oxford House, Grand Rapids, and Pukatawagan.
- ❖ Moved the electronic infrastructure in Easterville to a new location within the community.
- ❖ Installed a new computer lab in St. Theresa Point's centre.
- ❖ Installed new servers in Norway House, Cross Lake, Split Lake, Churchill, Flin Flon, and Easterville.
- ❖ Installed videoconferencing facilities in Cross Lake, Split Lake, and Easterville.
- ❖ Worked with Grand Rapids in planning a new building to house the UCN Regional Centre.
- ❖ Continues to work with Merlin, the PDN, and Manitoba Network Task Force to upgrade UCN's communications links.

- ❖ Upgraded the licenses for the Elluminate software used to hold classes over the Internet at multiple locations simultaneously.
- ❖ Purchased the equipment necessary for the Disaster Recovery plan.

The IT Division has improved access to electronic library holdings as follows:

- ❖ When UCN has the appropriate licenses, materials are converted to an appropriate format if necessary and loaded onto UCN servers. The materials are then made available to authorized patrons electronically.
- ❖ When material is held electronically on a vendor's server, the IT division provides electronic gateways to authorized patrons.

Through these upgrades and enhancements UCN continues to build a strong and stable infrastructure.



Finance

The Finance Division of the University College of the North (UCN) includes the following departments: Finance, Purchasing, Bookstore, Cafeteria and Janitorial.

Finance

The Finance Department consists of ten staff members. The team is lead by the Chief Financial Officer. This very capable team oversees all financial processes at UCN. The Finance team provides support for all initiatives through purchases, payments, receipts, reports, monitoring budgets, program costing, reporting to the Governing Council through the Finance Committee, governmental reporting, and other financial requirements. The Finance Department has made great efforts over the 2007-08 academic year to streamline the financial processes across UCN. All members of the Finance team are engaging in training to ensure efficiency with these processes.

Purchasing

The Purchasing Department consists of 2.75 positions and is responsible for all purchasing, shipping and receiving activities within UCN. Also, managed from this area are the tendering processes and renewal of contracts.

Bookstore

Within the Bookstore there are 2.25 positions. The Bookstore promotes UCN through the sale of promotional products and books; and ensures the UCN community is aware of special events occurring on campus. The staff are sensitive to the needs of our learners and continue to increase the availability of culturally sensitive material. The Bookstore makes use of the UCN web portal to promote and market its products.

Cafeteria

The Cafeteria staff consists of four members including the Cafeteria Supervisor and three cooks. The Cafeteria provides a work experience atmosphere for the Commercial Cooking students each year. Along with the regular duties associated with the Cafeteria, the staff are very diligent in ensuring that catering needs for special events and meetings are met. In addition to the Commercial Cooking students, the cafeteria also employs individuals to ensure smooth and efficient operations.

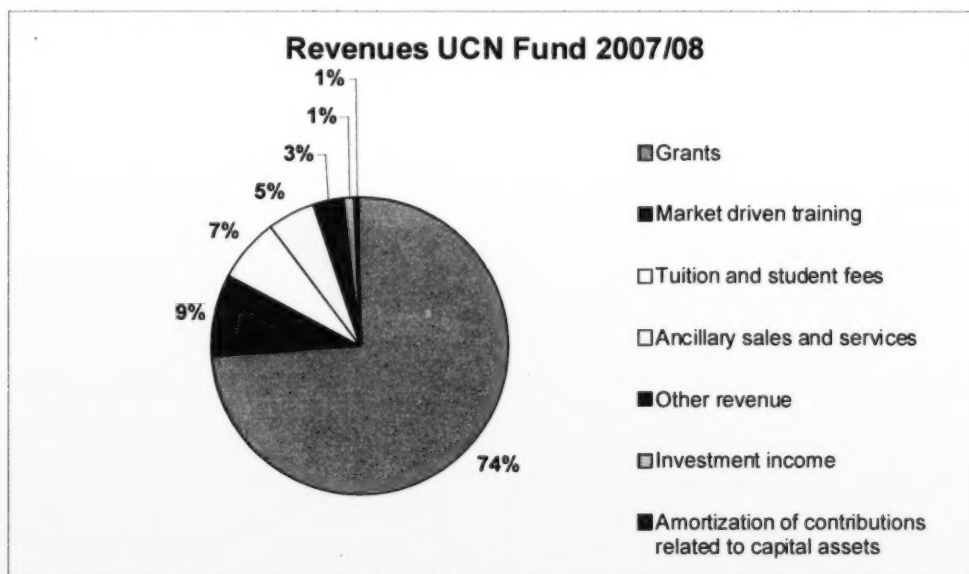
Janitorial

This team is lead by the Janitorial Supervisor and is supported by the Maintenance and Garden Worker and five Building Service Workers. The Janitorial staff are responsible for maintaining and cleaning the campus facilities and grounds to ensure we are presenting the very best impression of our campus.

Operational Results

Provided here, is a brief review and analysis of the University College's operational results and financial position for the year ended June 30, 2008. UCN's financial statements are subject to audit by the Office of the Auditor General of the Province of Manitoba and are included in this Annual Report.

As a result of new programming and additional enrolments at University College of the North, our tuition revenue within the core-funded programs increased by 17%. UCN also experienced a 13% increase in tuition revenue from the Continuing Education initiatives. In 2007-08, the University College received one-time funding for information technology at UCN.



Given the developmental nature of UCN's current growth, the limited funding increases, capital grant freeze and the tuition freeze has created many challenges in delivering the scope of programming required to meet the diverse needs of our northern and Aboriginal learners.

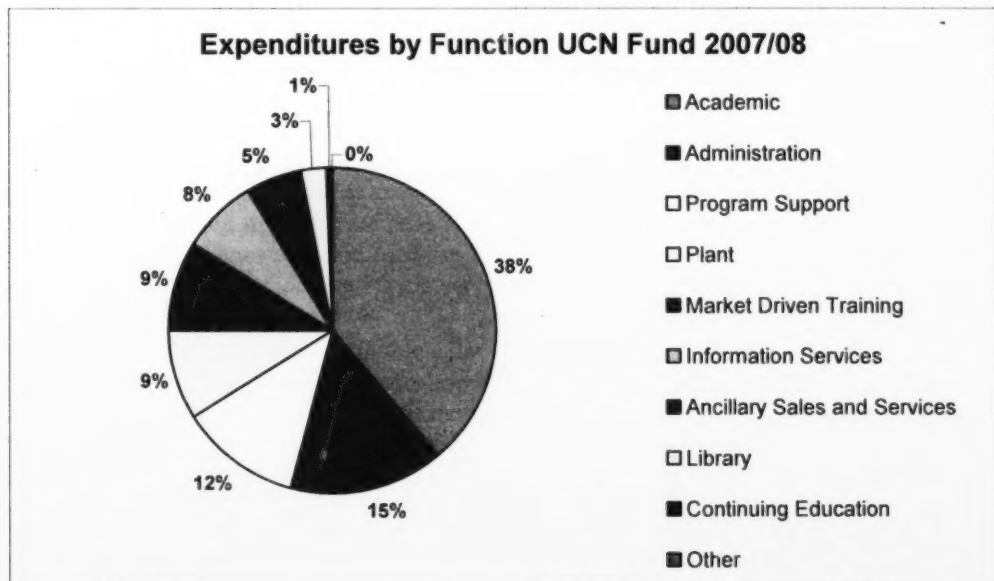
UCN's Market Driven Training Department has seen a very prosperous year in 2007-08 with an increase of 72.4% in gross revenue. This department had a net increase of 17.6%.

Market Driven Training	2007-08	2006-07
Revenues	\$2,911,782	\$1,688,606
Expenditures	<u>2,701,736</u>	<u>1,509,936</u>
Net Income	<u>\$ 210,046</u>	<u>\$ 178,670</u>

In 2007-08, Ancillary Sales and Services experienced increases over the 2006-07 fiscal year in sales/ revenues in all three areas. These increases were as follows:

Cafeteria 32.3%
Residence 30.3%
Bookstore 8.6%

The increased costs associated with the growth in revenues are reflected in the expenditures. Expenditures are grouped by function and shown in the following graph:



Academic Programs

The UCN Academic Division, in collaboration with the wider community, prepares individuals to become productive, knowledgeable and skillful citizens informed by the best practices in their field of study. Programs embrace a philosophy of life-long learning which supports the development of reflective, ethical and culturally-sensitive individuals. This reflects the mandate of the University College of the North which recognizes the need for a learner-centred approach that is sensitive and responsive to community needs. Faculty and students are engaged in study, work experiences, and scholarly activities which advance knowledge, support enhanced practice, and maintain a high level of currency within programs.

The university college identifies seven core values:

- ❖ justice
- ❖ respect
- ❖ generosity
- ❖ excellence and education
- ❖ honesty and integrity
- ❖ privacy
- ❖ stewardship

Within the Academic Division, these values are reflected in programs which involve students in carefully planned and implemented learning experiences, opportunities to practice skills in supervised practicum settings, and involve students as participants in service and research opportunities. Laddered programs within the School encourage learners to move from a certificate to a diploma in Early Childhood Education, for example. The development of new programs within the Academic Division has been informed by a need to be responsive to the community. Each of the programs in the Academic Division is encouraged to have a program advisory committee which ensures that curriculum, delivery and content continues to meet the needs of the specific area. We are accountable to our community through the quality of our graduates, our continued linkages with partner groups, and the relationships that have been forged through community-related activities.

The core activities of the Academic Division focus on the provision of a wide variety of programs at the pre-entry, certificate, diploma and degree levels. Within the planning cycle represented in this document, increased attention will be paid to service opportunities (both internal and external to UCN), scholarly activity (teaching faculty) and student research opportunities.

Faculty of Arts

A number of exciting developments have occurred during 2007-2008 that affect the Faculty of Arts and Science. The Bachelor of Education degree program was approved by the Learning Council and the Council on Post-Secondary Education. It began enrolling students for the Fall semester of 2008. It is incumbent upon the Arts faculty to offer courses that will serve the needs of these future teachers. Thus,

we increased our offerings in English, History, and Sociology. It is our plan to introduce majors in these subjects in the near future. We have begun working with the Dean of Education on a general science major that would enhance the teaching of science and mathematics in the elementary and middle years of schooling.

Both the Learning Council and the Governing Council approved a new academic structure, the Faculty of Arts and Science with four area Chairs (Aboriginal and Northern Studies, Humanities, Social Sciences, and Sciences). In addition, the programs in Law Enforcement and Natural Resources Management Training were placed under the Dean of the Faculty of Arts and Science.

In addition to course offerings in The Pas and Thompson, faculty taught arts courses in Nelson House, Norway House, Pukatawagan, and Cranberry Portage. We utilized both face to face and distance delivery.

Curriculum Development

The faculty has been very busy creating curricula that will meet the needs of Aboriginal and northern peoples. Approximately ten new courses have been approved by the Learning Council in the areas of Humanities and Social Sciences. Some of these courses are directly focused on providing major and minor "teachables" for the B.Ed. degree. Others are designed to offer northern students more choice and flexibility in their post-secondary studies.

International Participation

A number of faculty members are establishing contacts with colleagues in other universities and research institutes. Maureen Simpkins and Sue Matheson met with colleagues at the University of Tromsø in Norway and discussed their programs with the Sami, an indigenous people in Norway. Samuel Veissière is establishing relationships with a number of New Zealand research organizations and universities that have developed very successful programs with the Maori. John Minnis will be travelling to New Zealand on a research/study leave from January to June 2009.

Scholarly Activity

Our faculty members were very active as researchers and scholars. They gave papers here at the Aboriginal and Northern Studies conference in May in Thompson. As well, they were participants in conferences in Finland, Norway, New Zealand, the United States, and other provinces within Canada.

Peter Cole continued his research on "Regenerating lower Stl'atl'imx knowings and practices" in British Columbia. He is currently the holder of a three-year Social Sciences and Humanities Research Council of Canada grant.

The Faculty of Arts and the Council of Elders ran a very successful Aboriginal and Northern Studies Conference entitled "Kikisiwin: Remembering Stories and Histories". Elder William Dumas chaired the two day conference held at the Juniper Centre in Thompson in May 2008.

The Arts faculty as a whole gave approximately twenty-five papers, published 15 articles in a variety of journals, and submitted a number of book proposals in 2007-2008.

School of Business

The School of Business consists of nineteen full time faculty and staff and four part-time faculty members offering the following certificates and diplomas, confirming northern Manitoba's extensive interest in community-based Business programs:

- ❖ *Administrative Assistant* - Norway House and The Pas;
- ❖ *Basic Business Principles* – Fox Lake
- ❖ *Business Administration* - Cross Lake, Flin Flon, Swampy Cree Tribal Council, The Pas and Thompson;
- ❖ *Computerized Business Applications* – Thompson, Tataskweyak Cree Nation;
- ❖ *Computerized Business Skills* – The Pas;
- ❖ *Community Economic Development* – Thompson

Activities

One of the best ways that students learn is by active involvement in meaningful assignments. To this end, Business faculty in The Pas, led by Administrative Assistant Instructor Michelle Ballantyne, collaborated in planning and carrying out of a 'Welcome Back Barbecue' on campus. This involved all Business students taking part as it was an assignment in their various courses, and included organizing musical entertainment and operating a booth to sell snacks as a fundraiser for a future event or field trip. Business faculty acted as role models throughout, as they worked alongside the students in carrying out a very successful event.

Faculty members from The Pas, Michelle Ballantyne, Rhonda Fenner, Shawn Hnidy and Borys Kruk, participated in Career-X, an initiative designed to provide northern Manitoba Grade Eight students with an introduction to the University College of the North, and to offer an experience of post-secondary education and potential careers after high school. In an active fun-filled day, the students, working in teams, had the opportunity to learn about various aspects of operating a small business through the planning, pricing, advertising and selling of snack foods. A prize was awarded to the team with the highest sales.

The second year of the new Community Economic Development diploma program was offered in Thompson. As the year proceeded, program content was monitored for potential revisions and further development. This includes collaboration with CANDO, the Canadian Association for Native Development Officers, regarding program accreditation.

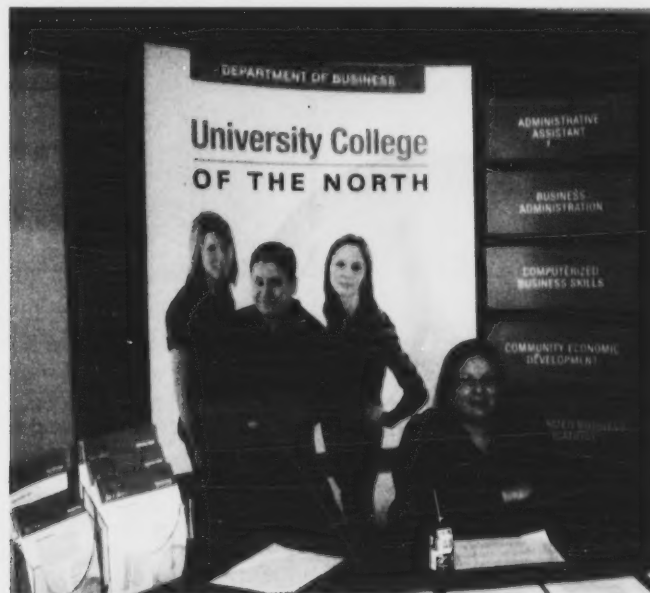
It is important for northern and Aboriginal students to see their culture reflected in the courses they study. Doing so increases the relevance of their education, and also raises the level of student retention and success. Community Economic Development instructor Jacinta Wiebe invited elders into the classroom as a support for students regarding their feelings of separation from their home community which result from relocation to campus. Connecting with elders in the community where the campus is located provides a new resource for students to contact. Since the elders also provided teachings, it was also a way of incorporating Aboriginal knowledge into the curriculum. Other programs were also invited to attend those sessions. Also supporting the development of appropriate curriculum, Business Administration instructors Jason Grandy and Troy Paul each took part in professional development

opportunities which would lead toward the incorporation of Aboriginal content into the curriculum: 'A New Journey: Connecting the Aboriginal and Credit Union Communities', and 'Seeing Ourselves in the Mirror: Giving Life to Learning', respectively.

Work practicum components in Business programs not only provide students with a credit toward graduation, but often lead to employment after graduation. Computerized Business Applications Instructor Andrea Robinson worked closely with employers throughout the work practicum process and had an excellent record of success in this area.

Dual credit discussions and planning are underway at both the high school level and with other post secondary institutions. This initiative will provide high school students with advance credits to attend UCN. As well, UCN Business graduates will have more credit transferability if they decide to further their studies elsewhere.

The Department of Business completed the development of its mission statement. It reads '*Respecting diversity and the environment, we provide accessible and relevant business education with academic standards that promote life-long learning, employability and economic success.*'



Faculty of Education

The Faculty of Education consists of the Kenanow Bachelor of Education Program, Early Childhood Education Diploma Program, Educational Assistant Certificate Program and the Applied Counseling Certificate Program. During this year, the Kenanow Bachelor of Education Program was created, and the Educational Assistant Certificate Program was redesigned.

Early Childhood Education

The Early Childhood Education Diploma program has been redesigned and has been certified in principle by the Child Care Education Program Approval Committee. The program is currently offered in Thompson, The Pas and in various communities on a contract basis.



Educational Assistant Certificate Program

The Educational Assistant Certificate Program has been redeveloped to ensure the program includes all of the desired competencies, and the program was approved by UCN's Learning Council and the Council on Post Secondary Education. Implementation of this program will occur during the fall of 2008.

Kenanow Bachelor of Education Program

With a multi-year development process and extensive consultations, a Bachelor of Education program was developed and approved by UCN's Learning Council, Manitoba Education, Citizenship and Youth, and Council on Post Secondary Education. The Kenanow Bachelor of Education Program will offer After-Degree and Integrated Streams in Thompson and The Pas. Applicants were accepted into the first class of the Kenanow Bachelor of Education Program at UCN. After the transfer to UCN of the access mandate attached to BUNTEP, Bachelor of Education Program will then be available in other communities.

Applied Counseling Certificate Program

The Applied Counseling Certificate Program will provide individuals the competencies to provide counseling services and deliver social service programs. This program is being considered for review and further development to provide more of an Aboriginal focus.

Faculty of Education Activities

Early Childhood Education Diploma

The Thompson campus instructors developed a lab in their facility to provide an opportunity for applied learning on a continuous basis.

The students and instructors created activities for children at the Back to School Event that was well attended and enthusiastically received by families in The Pas.

Community-based programs with a focus on workplace competencies and incorporating Prior Learning Assessment Recognition was established in Grand Rapids, Sapotaweyak and Thompson. A distance delivery model was developed to make the program more accessible to communities in our region.

Educational Assistant Certificate Program

The Educational Assistant Program continued to be offered in communities. In collaboration with the Manitoba First Nations Educational Resource Centre, this program was redeveloped to better meet the needs of educational assistants especially those working in schools in Aboriginal communities.

Kenanow Bachelor of Education Program

The Kenanow Learning Model was applied to the learning and teaching in the Bachelor of Education Program to provide a foundation for the program. Through conferences and meetings, partnerships with UCN's educational stakeholders including education authorities, school divisions, other post-secondary institutions and Manitoba Education, Citizenship and Youth were forged to enable the development and implementation of the Bachelor of Education program.

By August, 2008, faculty members for the Bachelor of Education were hired, and over ninety students were granted admission to the first Bachelor of Education class at University College of the North.

The embedding of experiential and cultural learning activities has been planned for the courses in the program. Land based experiences and participation in cultural camps along with the learning of a place based approach to teaching methodology will make the Kenanow Bachelor of Education program unique in Manitoba.

The Bachelor of Education Program in Thompson is thankful for the enthusiasm of Mystery Lake School Division Board staff in developing a partnership for the benefit of both pre-service teachers and Thompson area schools. Additional partnerships are being developed with Wapanohk Community School. Similarly, the education authorities and school divisions have been receptive to providing practicum sites for students attending The Pas campus. With respect to the School Improvement Pilot Project, a faculty member has developed a mentoring program in collaboration with Opaskwayak Cree

Nation completed a needs assessment at Fox Lake School, provided life skills training at project schools and reviewed the research on teacher mentoring and career planning for students.

Research Activities

The School Improvement Pilot Project is attempting to measure the impact of enhancements to the levels of support for participating students and staff on student achievement. Members of the Faculty of Education are now partners in the School Improvement Pilot Project. This is a collaborative project among Manitoba First Nations Education Resource Centre, Indian and Northern Affairs Canada, Manitoba Education, Citizenship and Youth, local education authorities and UCN. An Education faculty member has been responsible for the Teacher Mentoring and Student Pathways component of the project.

A project to enhance student interest in science at the kindergarten to grade 12 levels was developed and implemented last year in partnership with Kelsey School Division, Opaskwayak Education Authority, University of Saskatchewan and Manitoba Education Research Network. This partnership for the Science Ambassador Project was jointly undertaken by the Faculty of Health Studies and Faculty of Education at UCN.

Faculty of Health

The Faculty of Health consists of the Joint University of Manitoba / UCN Bachelor of Nursing Program, Certificate in Mental Health for Licensed Practical Nurses, Dental Assisting Program, Health Care Aide Program and the Kanáći Otinawáwasowin (Aboriginal Midwifery) Baccalaureate Program.

Bachelor of Nursing Program

Several awards were bestowed on participants within the Joint (University of Manitoba and UCN) Bachelor of Nursing (BN Program). One of the graduating students, Chris Hersak, was awarded the Gold Medal in Nursing as the most outstanding student in the Nursing Program at University of Manitoba. Also, two of the BN instructors at Thompson Campus, Noreen Wallwin and Brenda Dawyduk, were recognized for their outstanding commitment to the Nursing profession when they received the Centennial Award from the Canadian Nursing Association.

Certificate in Mental Health for Licensed Practical Nurses

In response to the critical shortage of mental health care workers in the north, the northern regional health authorities (RHAs) were beginning to use Licenses Practical Nurses (LPNs) in mental health care facilities. In partnership with the RHAs, Mount Royal College (Calgary), Employment Manitoba, and the College of Licensed Practical Nurses in Manitoba, a Certificate in Mental Health was developed for delivery to LPNs, thereby ensuring that workers have the skills needed to safely and effectively provide quality care.

Dental Assisting Program

In response to the need to improve dental care in northern and rural communities, the UCN Dental Assisting Program was awarded, by the Manitoba Dental Association, permission to provide post-basic scaling training to level II dental assistants in autumn of 2008. This post-basic training, coupled with the successful site visit for accreditation of the program, marked the recognition that Dental Assisting regularly receives as it continues to produce high quality graduates that are in demand throughout Manitoba and eastern Saskatchewan.



Health Care Aide Program

The Class of 2008 marked the largest number of graduates ever for the Health Care Aide Program. A total of 47 students graduated with the Certificate in Health Care Aide as the program was delivered into a record 8 communities during the 2007-2008 academic year. Equally important and innovative was the negotiation of a dual-credit agreement with the Kelsey and Mystery Lake School Divisions. This arrangement allows students to complete their secondary diploma with courses from the Health Care Aide Program as electives and should they choose to do so, qualify for the Health Care Aide Certificate by completing a five-week clinical practicum in July and August.

Kanáci Otinawáwasowin (Aboriginal Midwifery) Baccalaureate Program

Designed by midwives for midwives, the Kanáci Otinawáwasowin (Aboriginal Midwifery) Baccalaureate (KOB) Program provides students with a high level of clinical experience, along with rigorous theoretical education. The curriculum addresses midwifery from an Aboriginal perspective while ensuring that all core midwifery competencies, as dictated by the College of Midwives of Manitoba, are incorporated.

Trades and Technology

The department consists of various trades and technology programs and is academically responsible for programs offered in Thompson and The Pas Campuses, Regional Centres, and communities served by contract training.

Trades Program Activities

UCN received a separate envelope of \$500,000 from COPSE for capital investment in the trades and apprenticeship programs. Equipment upgrades were done in all areas, particularly the Millwright and Electrical Apprenticeship programs.

Basic Electrical

This program has two new instructors, Tim Williams and Bruce Kellington. They joined the department from Tolko Manitoba, a major forestry industry in Northern Manitoba. They bring a wealth of experience and are also former students of UCN (KCG). The students in the electrical program took their work practicum in various sites including Tolko and HBM&S. The faculty is involved in curriculum modification of this program with long time instructor Gordie Gale leading this task.

Commercial Cooking

Instructor Rob Gemmill attended the Winnipeg Culinary Salon presented by the Chefs Association of Manitoba. The cooking program students entertained several groups/functions this year. These included Aboriginal Arts Association from Winnipeg, President's Christmas Party, Japanese Fusion Feast in Thompson, Trappers Festival, Mardi Gras, Shriners, Golden Agers and the Manitoba Métis Federation.

Heavy Duty Mechanics

Instructor Gary Melko is actively involved in improving the curriculum for the Mathematics and the Science components in this program. He is also involved in promoting the program in various communities and schools.

Welding

Instructor Dean Custer taught welding at UCN for the Norman Consortium of School Divisions. Art Chartrand attended the new curriculum information session on the Welding Apprentice Program.



Apprenticeship Programs

The number of intakes for the Industrial Millwright program have increased to 14. This trend is expected to continue. Electrical Apprenticeship Level 2 and Carpentry Apprenticeship Level 2 were offered at Nelson House Regional Centre (ATEC).

Community-based trades program offerings included Carpentry/Woodworking in Cross Lake, Basic Electrical in St. Theresa Point, Heavy Equipment Operator in The Pas, Carpenter and Welder Training for MMF and dual-credit Carpentry, Welding and Heavy Duty Mechanics courses for the Norman Consortium of School Divisions.

Technology Program Activities

Some of the highlights from the 2007-2008 Academic year are as follows:

Computer/Programmer Analyst

Instructors Rob Helstrom and Michael Terepa attended the Microsoft Server 2008 Operating System, SQL and Visual Studio seminars in March 2008.

Chemical Engineering Technology

Chemical Engineering students participated in the industrial training at Vale Inco. Dr. Selvin Peter and Alan Morrison attended the CIM-Regional Mineral Processing conference with students in Thompson in October 2007.

Computer Systems Technology

Instructor Cam Menard attended the Comp Master course on Linux in December 2007. Improvements have been implemented in the Linux course.

High School Programs

Power Mechanics

Jim Marion joined UCN to replace Miles Acorn. The enrolment has gone up for Level 1 of the program. CDX software donated by the Technical Vocational Initiative is used in this program.

Other Activities of the Department

Dr. Kathryn McNaughton and Dr. Selvin Peter were part of the team in presenting the proposed Bachelor of Science in Technology Management degree offering (in partnership with Winnipeg Technical College) at the Tri-College Apprentice Forum in Winnipeg in June 2008.

Retention in all programs is high due to low student-instructor ratios. Graduates in the Technology area have found high paying jobs in their field of study.

Engineering Year 1 for UCN in partnership with U of M is underway. Dr. Selvin Peter at UCN and Randy Hermann of the Access Engineering Program at U of M are taking the lead.

Trades and Technology fully participated in the Career X for 150 elementary school students from the North. Faculty participation included Wade McDonald, John Erickson, Jim Marion, Tim Williams, Gerry Polischuk, Arnold Paskaruk, Roland Misling, Rob Gemmill and Gary Melko.

Student Development

The University College of the North Student Development department officially opens in the fall of 2008. The new Dean began developing relationships with sponsors, education authorities, UCN department staff and Regional Centres to familiarize them with plans in progress and to seek knowledge and experience regarding their students and what approach they seek for their student success.

A student tracking system is under development whereby students that are in academic trouble, or begin missing classes, or experience various difficulties such as financial, personal, academic, or adjustment issues, will be contacted by the appropriate staff to help resolve the problem. Successful outcomes will mean that no student will withdraw or leave without having the opportunity to receive assistance through the help of UCN staff.

Long term plans and development include establishment of a base foundation for recruitment and retention which are in the developmental stages and will involve student sponsors, education authorities and high schools. Orientation/transition summer school programs in the Regional Centres as well as on UCN campuses will provide an opportunity for personal and academic success.

The student development department will work in partnership with outside agencies and other UCN departments. A successful graduate involves not only instructors but the overall UCN community.

General Studies Department

The General Studies Department offers preparatory programs to prepare students for entry into post secondary programs, satisfy employment related goals or earn a regular or mature high school diploma. The following preparatory programs were offered at the following locations:

- ❖ *Literacy:* Split Lake
- ❖ *College Preparation:* Split Lake and Thompson
- ❖ *Mature Regular High School Diploma:* The Pas, Thompson, Split Lake and York Landing
- ❖ *Preparation for Health Careers:* The Pas and Thompson
- ❖ *Preparation for Technology:* Thompson

Students having the prerequisites for career courses may enroll in the General Studies Department and take those career courses. Once the student obtains the prerequisites to enroll in the career program of their choice, if applicable, those career courses can be transferred to the student's selected career program.

Library

This year has been an extremely busy year for the UCN Libraries. Starting in August 2007 a new Dean of Library and Instructional Services took office. The concentration of effort this year was on building infrastructure and connections with the faculty and administration of the University College.

Professional Development

Two of our support staff at The Pas completed two courses each in the Library Technician program from Red River College. The Librarian completed her Masters degree in Library Science. The Librarian and Dean attended the Canadian Library Association annual Conference. The Dean attended the Manitoba Public Library conference and presented a paper at the Polar Library Colloquy. All library staff participated in several workshops in cooperation with the University of Manitoba library staff.

Regional Centres

We send materials from the libraries at The Pas and Thompson to our Regional Centres upon the request of faculty or students. This year we filled 284 requests from the Regional Centres. Please note that requests may have been for more than a single item.

Operations

The transition from the III library system to the SIRSI system was completed. The III server was disconnected and recycled. The University of Manitoba Library agreed to share the SIRSI system and provide maintenance for UCN. A computerized storage unit was purchased that allowed for the indexing and storage of both CDs and DVDs. The records storage area was reviewed and over 300 boxes of material was shredded and removed.

Collection

The estate of Joan Townsend, Professor of Anthropology at the University of Manitoba donated approximately 1500 titles to the UCN Libraries. This collection contained many of the core materials needed in aboriginal studies.

The UCN faculty was very active this year in requesting material for the library. Trades and Technology faculty had specifically requested the purchase of a special collection of Schoolcraft materials. These instructional, reference, and support materials included 194 DVDs, and 180 Instructors' manuals, students' resource material and kits, to support the faculty in developing their courses.

The UCN Libraries and Blackwell International worked together to build a way to purchase materials, process those materials, and provide cataloging for them. This agreement with Blackwell has improved the processing and cataloging time tremendously. Part of this process has been to have access to Blackwell's Collection Manager. This is a database of millions of items that we can access to look at reviews, table of contents, and even some full text of the items represented.

In addition, the Blackwell agreements provided a discount from the list price on major publishers, and

had them covering the cost of shipping. This is a significant expense for libraries in remote locations. Our collection in The Pas increased to a total of 47,000 items.

We experimented with several electronic databases. We provided 14 full text databases containing over 10,000 periodical titles, 15 different databases that provided indexing and abstracts, and 17 different links from our web site to specialized resources. Seven of these databases or links were specifically chosen to support the Aboriginal and Northern Studies program. One of the databases, 24/7, was not as cost-effective as anticipated.

Public performance rights were acquired for a number of the AV materials purchased in support of the film studies courses offered. Video streaming rights were acquired for a number of the health related AV materials as well as the materials acquired for Trades and Technology.

Including the UCN library budget, other special funds such as the IUS book fund, and grants, over \$300,000.00 was spent on the purchase and access of library materials.

Activities

Regional Centres:

Working with the Library Committee an agreement to establish, develop, and maintain a joint UCN/ Public library was developed for Norway House. Due to circumstances beyond our control, that agreement was not signed. However, in conjunction with the Norway House Regional Centre we still have developed a library with limited materials available. The hope is that we will be able to expand this effort and complete the agreement designed as a template for other Regional Centres of UCN.

Library staff members have visited several Regional Centres to provide training and workshops for both students and faculty on resources available to them through the UCN Libraries. The response has shown us that this will have to be a major effort in the future, requiring additional staff.

Instructional Resources:

In The Pas we purchased an Accucut machine. This machine is simple old technology. It has a template of different letters and shapes of different sizes that allow the user to cut almost any material to those shapes. The students have used them to make posters, displays, and headers for reports and public announcements.

We also purchased a large format printer. This allows for photographs, posters, banners, maps, and other large size printing projects up to 44" wide and 80' long. Most of the posters have been 2' by 3' in size. The response has been tremendous with over \$4,000 worth of supplies used to meet the need. With the help of IT we have been able to help faculty and students design their materials, but the demand clearly shows that a Media Technician is required to meet this need.

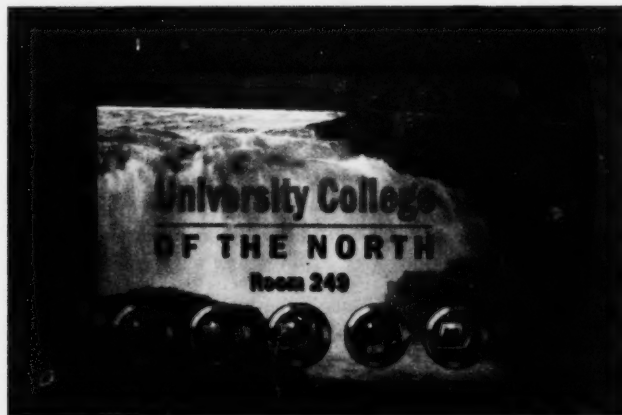
Kurzweil software was purchased and made available at different UCN sites. The Kurzweil software assists students with learning disabilities by scanning the printed word and converting it to audio text.

Digital cameras and audio recorders were made available at both The Pas and Thompson campuses. At The Pas a study hall was prepared that allowed students to study in a quieter environment, and new furniture including couches, and a recliner/rocking chair was purchased.

Academic Development

The Department of Academic Development successfully provided academic-related services to staff and students during 2007-08 in alignment with UCN's overall vision, mission and ends, and in concert with the activities of the Academic Division as a whole.

Distance Education facilitators successfully provided services to students, faculty and staff that allowed for growth in the number of Distance Education classes and classes utilizing learning technologies at UCN. During 2007-08, Learning Technologies facilitation services were provided in a total of 84 class sections in 35 different courses and in seven different locations, an increase from previous years. In 2007-08, communities participating in courses by distance, utilizing learning technologies, were The Pas, Thompson, Norway House, Easterville, Nelson House, Pukatawagan and Winnipeg. Learning technologies employed by faculty to teach UCN courses in 2007-08 were Videoconferencing (24 courses), Elluminate Live (seven courses) and Desire2Learn (four courses). A total of 22 faculty members taught courses using learning technologies.



Two Learning Technologies Facilitators, one located at UCN Thompson Campus and one located at UCN The Pas Campus, provided consistent Learning Technologies Facilitation services during daytime and evening classes. Distance Education classes at Regional Centres were facilitated by on-site faculty members or staff, as available. Facilitation of classes using learning technologies at Regional Centres continues to be a challenge. Learning Technologies Facilitators also continued to be strong advocates for the use of learning technologies, and provided faculty support and professional development opportunities to faculty and staff regarding general use of learning technologies. Academic Development continues to play a lead role in utilizing relevant educational technologies to develop and deliver programming. The recruitment of a new Learning Technologies Specialist in the early part of 2008-09 will allow for the continuation of the development of a comprehensive Learning Technologies strategy that includes teaching and learning innovations, as well as best practices for curriculum development.

Other significant achievements include:

- ❖ The Director of Academic Development continued to oversee all UCN activities regarding Red River College's Certificate in Adult Education (CAE) and to provide tuition waivers for UCN faculty and staff choosing to pursue courses within the CAE. The Director continues to work with the Chair of Teacher Education at Red River College to develop a process of reporting registrations and completions of UCN staff in CAE courses.
- ❖ The Director of Academic Development continued to provide leadership and expertise with respect to creation and renewal of academic programming and curriculum. A variety of proposals were submitted by UCN to the Council on Post-Secondary Education (COPSE) for approval and/or funding.
- ❖ A review of the Program Review process was initiated by the Academic Specialist, and will conclude during 2008-09 with the implementation of a revised Program Review process.
- ❖ To explore the potential for UCN's involvement in International Education opportunities, the Director of Academic Development was appointed to a new International Education Committee.
- ❖ The number of credit transfers, inter-institutional articulations and UCN partners increased in 2007-08.

In addition, Academic Development continued to offer its annual spring 'mini-conference' in learning technologies for faculty and staff. The recruitment of the Academic Specialist and the upcoming recruitment of the Learning Technologies Specialist will increase access, variety and frequency of professional development opportunities available for UCN faculty and staff in 2008-09 and beyond.



Enrolment Services

Assessment Services

Many adult learners come to post-secondary education without the formal qualifications for admission although they have a wealth of lived experience which needs to be honored and respected. Skill assessments are an excellent tool to assist adult learners in understanding their starting point on the road to academic success and allows them to be placed at a point that provides for successful outcomes. It helps students and their sponsors to make informed choices related to course selection. Assessments are done in communities and on campus alike. Supportive and corrective materials along with guided tutorials are given to applicants who would benefit from short term academic preparation in order to meet admission requirements. Longer term support comes from the academic division through the university college preparatory programs.

Essential Skills as an assessment tool continues to make significant headway into the world of assessment. UCN has delivered Essential Skills training to address the gaps as determined by the assessment process. The Essential Skills program is a pilot project and its delivery requires some refinement.

PLAR in the area of Early Childhood Education (ECE) has been a high point in assessment this year. The concept of group portfolio development was defined and implemented in Grand Rapids. Six childcare practitioners successfully complete their portfolios and received credit for up to a year of the ECE diploma. So much interest was generated from other communities that weekend workshops were held in both The Pas and Thompson where potential PLAR applicants came to learn and earn credits towards an ECE diploma.

Academic Advising

Academic advising continues to grow as advisors become more conversant with all it entails. Students are beginning to use academic advising services more often.

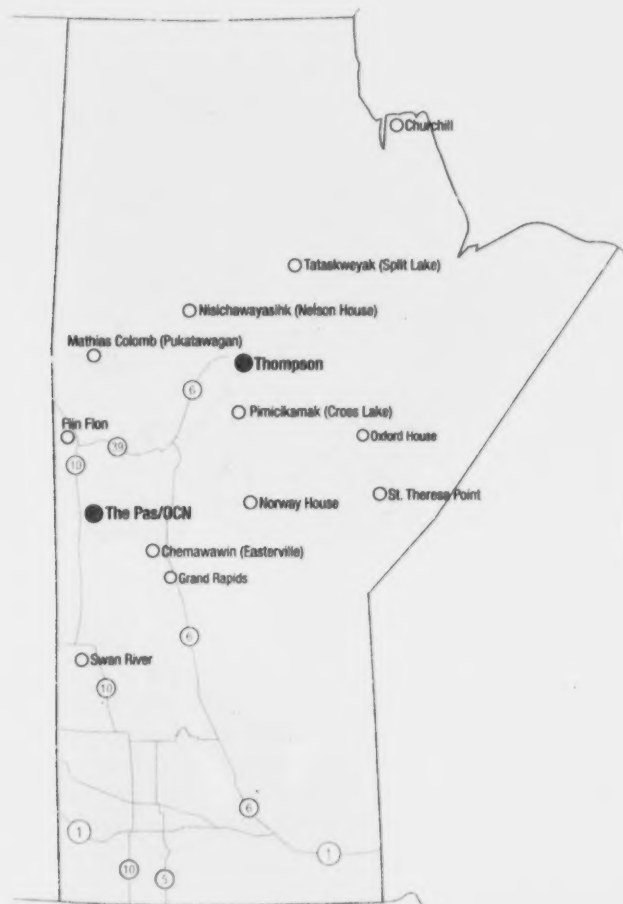
It continues to be the practice that once students are in progress they are assigned a faculty advisor who is responsible for all academic matters relating to the students' progress. Deans assign their faculty to act as faculty advisors. The expectations are outlined in the Faculty Handbook distributed from the Academic Division offices.

Realistically, much of the academic advising for both new and returning students happens in the summer when faculty members are on vacation. The result is that academic advisors are charged with the responsibility to advise all students usually until the faculty advising procedure takes place well into the first term.

Academic advising for university programs and courses is extremely complex and time-consuming. Advisors provide students with an advising work sheet at the time of the advising session that is completed by the advisor. Students then have written information to contemplate and discuss to ensure they are making the correct choices for themselves. A copy of the advising work sheet is filed in the student's advising file.

Community-Based Education

In the 2007-08 academic year, educational programs were delivered in Regional Centres located in Churchill, Pimicikamak Cree Nation (Cross Lake), Chemawawin Cree Nation (Easterville), Flin Flon, Nisichawayasihk Cree Nation (Nelson House), Norway House, Mathias Colomb First Nation (Pukatawagan), Tataskweyak Cree Nation (Split Lake), St. Theresa Point First Nation, Misipawistik Cree Nation (Grand Rapids), Bunibonibee Cree Nation (Oxford House) and Swan River. Additionally, the Community-Based Services division delivered 43 contract training initiatives in communities throughout northern Manitoba. There were a total of 544 students who accessed Community-Based Regional Centre and contract training opportunities.



The University College of the North, via our Core Funded Rotating Initiative, also made available three core funded training programs; a pre-employment Basic Electrical certificate program (St. Theresa Point), an Early Childhood Education certificate program (Sapotaweyak Cree Nation) and an Educational Assistant certificate program (Manitoba First Nations Education Resource Centre). The Core Funded Rotating Initiative is an initiative designed to fulfill UCN's mandate of delivering affordable, accessible educational opportunities to residents of northern Manitoba in the communities in which they reside. Without initiatives of this nature, northern residents would need to relocate to urban campus settings or may not be able to access post-secondary education.

UCN and the Government of Manitoba announced two new Regional Centre sites, Oxford House and Grand Rapids, effective July 2007. During the 2007-08 academic year UCN delivered the first year of the Bachelor of Arts degree program in Oxford House and the eBusiness Application Developers certificate program in Grand Rapids. Graduates of these two programs have the opportunity to pursue subsequent years of the Bachelor of Arts degree and eBusiness Application Developers diploma program in campus based settings during the 2008-09 academic year. The communities have now identified alternate post-secondary programs for the 2008-09 academic year.

The Community-Based Services division delivered several trades related programs including heavy equipment operator, carpentry apprenticeship, electrical apprenticeship, carpentry/woodworking, heavy duty mechanics, welding, basic electrical, truck driver and commercial cooking. Additionally, the CBS division focused on providing training to meet emerging industry opportunities pertaining to mining. The above noted heavy equipment operator and truck driver training programs as well as exploration camp training, mining safety training, underground mining core training, mill operators training, and mineral processing training were either delivered during the 2007-08 academic year or had imminent start dates early in the 2008-09 academic year. The Community-Based Services division continues to work collaboratively with the Northern Sector Council to address the gaps between industry needs and workforce credentials.

Inter-Universities Services

In the 2007-08 academic year, IUS delivered university courses and/or programs in Nelson House, Norway House, Oxford House, Pukatawagan, The Pas and Thompson. As a result, 344 students registered for university credit courses with the home university breakdown as follows:

University College of the North - 191

University of Manitoba - 145

Brandon University - 7

University of Winnipeg - 1

Master of Public Administration

From September 2004 to December 2007, Inter-Universities Services administered the Master of Public Administration program for University of Manitoba and University of Winnipeg in Norway House. The partnership formed for this program was a new initiative for the North, and shows how goodwill between partners and a sincere concern for educational needs in the North has resulted in graduating six students from Norway House Cree Nation with a Master of Public Administration (MPA) degree from the University of Manitoba in May 2008.

Community Needs Assessment

The Inter-Universities Advisory Committee (IUAC), which oversees the IUS program, recommended a completion of a needs assessment of post-secondary education in Northern Manitoba. IUS hired a coordinator for the community needs assessment to oversee this project. We have traveled to Churchill, Flin Flon, Garden Hill, Norway House, The Pas and Thompson to ask various people to provide us with their thoughts about what is needed where they live and to compile data on post secondary educational needs. One area of focus includes suggestions and recommendations on the way we can better serve northern communities. Currently this project is still in progress, with a completion date set for December 2008.

Marketing

Dr. Fred Shore, IUAC Chair, Dr. Kathryn McNaughton, UCN Vice-President, Academic and Research, Lavina Clarke, IUS Manager and John Henning, Coordinator for Community Needs Assessment have been very busy traveling into communities north of the 53rd parallel and presenting to Chiefs and Councillors, Education Directors, Grade 12 and Grade 4 students in each community. We have received positive feedback from the community leaders and students and we make sure we have fun handouts, promotional items, our names and contact information. This is ongoing for the next academic year.



Retreat

At the Inter-Universities Advisory Committee retreat held in Baker Narrows, Manitoba in June 2008, an action plan was developed to clear the path for IUS to be folded into UCN from 2009 to 2013. This plan will move IUS from where it currently is to where it wants or needs to go.

Archiving

We are in the process of archiving thirty-seven years or more of Inter-Universities North (now IUS) material. In reviewing this material, it tells a story of the evolution of offering university courses and/or programs in Northern Manitoba, it is very interesting!!

UCN Graduate Survey

The 2005-2006 and 2006-2007 Graduate Satisfaction and Employment surveys were conducted during the 2007-2008 academic year. We surveyed graduates of the University College of the North certificate, diploma and degree programs.

The 2005-2006 survey showed that 75% of responding graduates are employed, with 47% obtaining employment prior to graduation, and an additional 29% finding employment within the first three months after graduation. Results also show that 80% of those employed are working in a field related to the education they received at the University College of the North. A highlight of the 2005-2006 survey is 87% of responding graduates are employed in northern Manitoba. We continue to show high levels of satisfaction (ranging from 84-93%), with the three most valued areas of their educational experience being the opportunity to obtain the knowledge and skills leading to a good job (93%), small classes (84%), and the nurturing of intellectual growth in general (80%). The average annual salary of respondents was \$48,400.

The 2006-2007 survey showed that 69% of responding graduates are employed, with 84% working in a field relating to their education. Results show that 47% of graduates were able to find employment prior to graduation, with an additional 42% finding employment within the first three months after graduation. We are also continuing to see a large number of graduates remaining in northern Manitoba to work (82%). Five out of seven areas measured for satisfaction showed high levels of satisfaction ranging from 92-96%. The average annual salary of responding graduates was \$49,000.

The 2005-2006 and 2006-2007 Graduate Satisfaction and Employment surveys provide evidence that graduates of the University College of the North continue to be successful in finding employment and express high levels of satisfaction with UCN programming. We have increased response rates from 2004-2005 (19%) to 2005-2006 (37%) and 2006-2007 (35%) which may be due to the follow up phone calls with non-respondents.

The University College of the North will continue to survey our graduates satisfaction and employment levels as we move forward into the future, to ensure northern communities and people will have opportunities, knowledge and skills to contribute to an economically, environmentally, and culturally healthy society.

Representative Workforce

Aboriginal employees represent 45% of the workforce at University College of the North (UCN) as of April 2007. UCN has 50 faculty members of Aboriginal descent, which represent 36% of all faculty; and, 75 non-faculty members of Aboriginal descent, which represents 54% of all non-faculty within UCN.

UCN Governing Council Ends

Knowledgeable, Empowered People and Communities

This End is further interpreted to include, but not limited to:

1. An ecologically, culturally and environmentally knowledgeable citizenry.
2. Students develop their intellectual/spiritual abilities, wholistic well-being, and responsibility to self and community.
 - 2.1 UCN student life and learning fosters the development of health personal and community values.
 - 2.2 Graduates have developed capacity for leadership.

Respect for Aboriginal Cultures and Identities and for Diversity

This End is further interpreted to include, but not limited to:

1. Aboriginal people are respected and have pride in their identity.
2. Bridges of understanding are built between western knowledge and Aboriginal traditional knowledge.
3. The use of indigenous language as a cornerstone of culture is respected.
4. More Aboriginal scholars and professors.
5. Cultural and historical knowledge contributed by students and their communities are valued by the University College.

Research Capacity Developed for the North

This End is further interpreted to include, but not limited to:

1. Research capacity about northern/Aboriginal and indigenous issues and aspirations.
2. Northern Manitoba region interacts with global communities.
 - 2.1 National and international scholars will become associated with UCN.

An Educated Populace for Social and Economic Development of the North

This End is further interpreted to include, but not limited to:

1. Businesses and industries are a resource for education and training.
2. Strong linkages between employers and communities.
3. A skilled workforce.
 - 3.1 Qualified employees available for mega projects.
4. Northerners have skills and capacities to stimulate and participate in economic development.
 - 4.1 High graduation rate for UCN students.
 - 4.2 Graduates are able to obtain meaningful employment
 - 4.3 Northerners develop a capacity for leadership/socially responsible civics.

Accessible, Equitable, Affordable, and Relevant Further Education Where People Live

This End is further interpreted to include, but not limited to:

1. Northern and Aboriginal residents can obtain education relevant to Northern needs.
 - 1.1 Professionals are northern-educated and inclusive in their approach.
 - 1.2 Northern and Aboriginal youth have the option to remain in the North.
2. Communities are engaged in education and its development.
 - 2.1 Communities see themselves as owner

University College OF THE NORTH

FINANCIAL STATEMENTS

June 30, 2008

P.O. BOX 3000, THE PAS, MANITOBA, CANADA, R9A 1M7
(204) 627-8500
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UNIVERSITY COLLEGE OF THE NORTH

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June 30, 2008

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AUDITOR GENERAL

AUDITORS' REPORT

To the Lieutenant Governor in Council
To the Legislative Assembly of Manitoba
To the Governing Council of the University College of the North

We have audited the statement of financial position of the University College of the North as at June 30, 2008, and the statements of operations, changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the University College's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the University College as at June 30, 2008, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Office of the Auditor General

Winnipeg, Manitoba
September 12, 2008

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 1

STATEMENT OF FINANCIAL POSITION

JUNE 30

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	Total	
					2008	2007
ASSETS						
CURRENT						
Cash and short-term investments	\$ 9,421,825	\$ 5,599	\$ 189,400	\$ 52,600	\$ 9,669,424	\$ 8,111,377
Accounts receivable (Note 3)	2,973,820	1		492	2,974,313	2,387,500
Due from Province of Manitoba (Note 5)	752,589				752,589	752,589
Inventory	127,315				127,315	168,084
Prepaid expenses	151,918				151,918	49,992
	<u>13,427,467</u>	<u>5,600</u>	<u>189,400</u>	<u>53,092</u>	<u>13,675,659</u>	<u>11,469,542</u>
LONG TERM						
Capital assets (Note 4)	2,706,175				2,706,175	1,780,737
Due from Province of Manitoba (Note 5)	793,500				793,500	793,500
	<u>3,499,675</u>				<u>3,499,675</u>	<u>2,574,237</u>
TOTAL ASSETS	<u>\$ 16,927,142</u>	<u>\$ 5,600</u>	<u>\$ 189,400</u>	<u>\$ 53,092</u>	<u>\$ 17,175,234</u>	<u>\$ 14,043,779</u>
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities (Note 6)	\$ 2,820,315	\$	\$ 500	\$	\$ 2,820,815	\$ 1,776,453
Deferred revenue	222,712				222,712	536,027
Deferred contributions (Note 7)	3,387,588				3,387,588	3,050,154
Accrued vacation benefits	1,925,083				1,925,083	1,709,031
	<u>8,355,698</u>		<u>500</u>		<u>8,356,198</u>	<u>7,071,665</u>
LONG TERM						
Deferred contributions related to capital assets (Note 8)	1,686,737				1,686,737	1,034,478
Accrued severance benefits (Note 9)	1,383,051				1,383,051	1,349,872
	<u>3,069,788</u>				<u>3,069,788</u>	<u>2,384,351</u>
FUND BALANCES						
FUND SURPLUS (DEFICIT)						
CONTRIBUTED SURPLUS	218,701				218,701	218,701
NET ASSETS INVESTED IN CAPITAL ASSETS	1,019,437				1,019,437	760,580
NET ASSETS RESTRICTED FOR FUND PURPOSES		5,600	188,900	53,092	247,592	231,039
NET ASSETS INTERNALLY RESTRICTED (Note 12)	4,092,195				4,092,195	1,757,681
UNRESTRICTED NET ASSETS	171,323				171,323	1,619,732
	<u>5,501,656</u>	<u>5,600</u>	<u>188,900</u>	<u>53,092</u>	<u>5,749,248</u>	<u>4,587,763</u>
TOTAL LIABILITIES & FUND BALANCES	<u>\$ 16,927,142</u>	<u>\$ 5,600</u>	<u>\$ 189,400</u>	<u>\$ 53,092</u>	<u>\$ 17,175,234</u>	<u>\$ 14,043,779</u>

APPROVED BY THE GOVERNING COUNCIL



UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 2

STATEMENT OF OPERATIONS

YEAR ENDED JUNE 30

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	Total	
					2008	2007
REVENUES						
Grants						
Council on Post-Secondary Education	\$ 23,540,296	\$	\$	\$	\$ 23,540,296	\$ 18,785,821
Other Province of Manitoba	612,443				612,443	597,504
Government of Canada	16,830				16,830	93,844
Amortization of deferred contributions related to capital assets	203,279				203,279	181,647
Ancillary sales and services	1,640,844				1,640,844	1,572,255
Donations		5,633	128,107	8,000	141,740	141,039
Investment income	392,153		11,794		403,947	288,184
Market Driven Training	2,911,782				2,911,782	1,701,186
Tuition and student fees	2,504,425				2,504,425	2,386,851
Other revenue	1,038,143				1,038,143	1,228,089
	<u>32,860,195</u>	<u>5,633</u>	<u>139,901</u>	<u>8,000</u>	<u>33,013,729</u>	<u>26,976,420</u>
EXPENSES						
Advertising	249,916				249,916	205,107
Amortization of capital assets	220,418				220,418	201,582
Bad debts	38,237				38,237	318,898
Cost of Goods Sold	973,546				973,546	1,007,662
Employee benefits	1,917,066				1,917,066	1,615,530
Insurance	82,476				82,476	99,261
Library acquisitions	272,627				272,627	129,505
Facility costs	817,388				817,388	828,847
Furniture and minor equipment	1,769,626				1,769,626	589,165
Loss on disposal of capital assets	4,509				4,509	3,189
Loss to inventory write down	38,848				38,848	19,841
Maintenance and repairs	107,998				107,998	85,459
Operational supplies and services	3,538,333	33	227		3,538,593	2,810,764
Property taxes	497,329				497,329	485,643
Rentals and leases	400,757				400,757	377,456
Salaries	18,732,862				18,732,862	15,667,288
Scholarships and bursaries			136,721		136,721	101,564
Telephone and communication	531,550				531,550	483,256
Travel and hospitality	1,393,758				1,393,758	1,009,728
Utilities	128,019				128,019	121,486
	<u>31,715,263</u>	<u>33</u>	<u>136,948</u>		<u>31,852,244</u>	<u>26,161,231</u>
EXCESS REVENUES (EXPENSES)	<u>\$ 1,144,932</u>	<u>\$ 5,600</u>	<u>\$ 2,953</u>	<u>\$ 8,000</u>	<u>\$ 1,161,485</u>	<u>\$ 815,189</u>

STATEMENT 3

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30

	General Fund	Capital Campaign Fund	Student Award Fund	Endowment Fund	Total	
					2008	2007
FUND SURPLUS, <i>beginning of year</i>	\$ 4,356,724	\$	\$ 186,439	\$ 44,600	\$ 4,587,763	\$ 3,772,574
EXCESS REVENUES (EXPENSES)	1,144,932	5,600	2,953	8,000	1,161,485	815,189
INTER-FUND TRANSFERS			(492)	492		
FUND SURPLUS, <i>end of year</i>	<u>\$ 5,501,656</u>	<u>\$ 5,600</u>	<u>\$ 188,900</u>	<u>\$ 53,092</u>	<u>\$ 5,749,248</u>	<u>\$ 4,587,763</u>

STATEMENT OF CASH FLOWS

YEAR ENDED 2007

	2008	2007
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess Revenues (Expenses)		
University College of the North Fund	\$ 1,181,796	\$ 387,546
Inter/investor/Donor Fund	12,094	372,563
Northern Forest Development Centre Fund	56,966	11,849
Student Award Fund	2,953	41,267
Capital Campaign Fund	5,600	-
Endowment Fund	5,600	2,450
	<u>1,265,109</u>	<u>815,675</u>
Net (deduct) items not involving cash:		
Loss on disposal of capital assets	5,409	1,189
Amortization of capital assets	220,418	201,582
Amortization of deferred contributions related to capital assets	<u>(203,279)</u>	<u>(181,647)</u>
	<u>1,183,133</u>	<u>935,113</u>
Add (deduct) changes in non-cash working capital components related to operating activities:		
Accounts receivable	(586,812)	(246,613)
Inventory	83,269	60,558
Prepaid expenses	(191,928)	180,645
Accounts payable and accrued liabilities	<u>1,044,261</u>	<u>(5,034)</u>
Deferred revenue	(313,315)	331,275
Deferred contributions	137,434	1,412,666
Accrued vacation benefits	276,052	169,191
Accrued severance benefits	<u>55,179</u>	<u>79,962</u>
	<u>1,852,975</u>	<u>2,975,948</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Deferred contributions related to capital assets	<u>805,567</u>	<u>312,057</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of capital assets	<u>(1,169,705)</u>	<u>(332,057)</u>
Proceeds on disposal of capital assets	<u>39,888</u>	-
	<u>(1,129,817)</u>	<u>(332,057)</u>
NET INCREASE (DECREASE) IN CASH FLOW DURING THE YEAR	<u>1,866,347</u>	<u>2,947,948</u>
CASH AND SHORT-TERM INVESTMENTS, beginning of year	<u>8,111,177</u>	<u>5,175,429</u>
CASH AND SHORT-TERM INVESTMENTS, end of year	<u>\$ 9,977,524</u>	<u>\$ 8,123,377</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2008

1. NATURE OF OPERATIONS

The University College of the North operates under the authority of *The University College of the North Act*, Chapter U55 of the *Continuing Consolidation of the Statutes of Manitoba*, which came into force July 1, 2004. This Act provides for the continuation of Redwater Community College, as established under *The Colleges Act* as a board governed institution on April 1, 1993.

The purpose of the University College of the North is to provide post-secondary education in northern Manitoba. It should be learner and community centred, be characterized by a culture of openness, inclusiveness and tolerance, and be respectful of Aboriginal and northern values and beliefs.

The educational purposes of UCN are to serve the educational needs of Aboriginal and northern Manitobans and to enhance the economic and social well being of northern Manitoba.

The University College has tax-exempt status as a registered charity under *The Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the University College of the North (UCN) have been prepared in accordance with Canadian generally accepted accounting principles. University College of the North follows the restricted fund method of accounting for contributions.

a) General

The transactions of UCN have been segregated into the following funds in accordance with specified activities or objectives:

UCN Fund - transactions related to educational and ancillary activities of UCN.

Inter-Universities Services Fund - transactions related to the educational programs of the Inter-Universities Services Program which is administered by UCN.

Northern Forest Diversification Centre Fund - transactions related to the educational and ancillary activities of the Northern Forest Diversification Centre.

Student Award Fund - transactions related to donations for student scholarships and bursaries.

Endowment Fund - transactions related to endowments for student scholarships and bursaries.

Capital Campaign Fund - transactions related to donations received towards the development and capital needs of University College of the North.

Internally Restricted Fund - transactions related to appropriations made from (to) the Unrestricted Fund.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

b) New Accounting Policies

Effective July 1, 2007 the entity adopted the following new accounting standards issued by the Canadian Institute of Chartered Accountants (CICA):

Section 1506, Accounting Changes

Section 1506 requires that voluntary changes in accounting policies are made only if they result in the financial statements providing reliable and more relevant information. Additional disclosure is required when the entity has not yet applied a new primary source of Canadian GAAP that has been issued but is not yet effective, as well as when changes in accounting estimates and errors occur. The adoption of this revised standard had no material impact on the entities financial statements for the year ended June 30, 2008.

Section 3855, Financial Instruments – Recognition and Measurement

Section 3855 prescribes the criteria for recognition and presentation of financial instruments on the balance sheet and the measurement of financial instruments according to prescribed classifications. Under this section, financial assets and liabilities are initially recorded at fair value. This section also addresses how financial instruments are measured subsequent to initial recognition and how the gains and losses are recognized.

The entity is required to designate its financial instruments into one of the following five categories: held for trading, available for sale, held to maturity, loans and receivables, and other financial liabilities. All financial instruments classified as held for trading or available for sale are subsequently measured at fair value with any change in fair value recorded in net earnings or directly to unrestricted net assets, respectively. All other financial instruments are subsequently measured at amortized cost.

The Entity has designated its financial instruments as follows:

Cash and short term investments are classified as financial assets held for trading and are measured at fair value with gains and losses recognized in net earnings.

Accounts receivable and amounts due from the Province of Manitoba are classified as loans and receivables. These financial assets are recorded at their amortized cost using the effective interest rate method.

Accounts payable, accrued liabilities and accrued vacation benefits are classified as other financial liabilities. These financial liabilities are recorded at their amortized cost using the effective interest rate method.

The adoption of this revised standard had no material impact on the entities financial statements for the year ended June 30, 2008.

c) Financial Instruments

The financial instruments at UCN consist of cash and short term investments, accounts receivable, due from Province of Manitoba – vacation and severance benefits, accounts payable and accrued liabilities, and accrued vacation benefits.

The fair value of accounts receivable, due from Province of Manitoba – vacation benefits, accounts payable and accrued liabilities, and accrued vacation pay approximates their carrying values due to their short term maturity.

The carrying value of the due from Province of Manitoba – severance benefits approximates its fair value as the annual interest accretion is funded.

Unless otherwise noted, it is management's opinion that Plan is not exposed to significant interest, currency or credit risk arising from these financial instruments.

SIGNIFICANT ACCOUNTING POLICIES (continued)

Future Accounting Policy Changes

The CICA has issued two new standards, CICA 3862 *Financial Instruments – Disclosures* and CICA 3863 *Financial Instruments – Presentation*, which enhance the abilities of users of financial statements to evaluate the significance of financial instruments to an entity, related exposures and the management of these risks.

The CICA has issued a new standard, CICA 3535 *Capital Disclosures*, which requires the disclosure of qualitative and quantitative information that enables users of financial statements to evaluate the entity's objectives, policies and processes for managing capital.

These changes in accounting policies, which will be adopted effective July 1, 2008, will only require additional disclosures in the financial statements.

The CICA has also issued Section 3031, *Inventories*, replacing Section 3030, *Inventories*. The new Section will be applicable to financial statements relating to fiscal years beginning on or after January 1, 2008. Accordingly, UCN will adopt the new standards for its fiscal year beginning July 1, 2008. It provides more guidance on the measurement and disclosure requirements for inventories. (For example, it requires that fixed and variable production overheads be systematically allocated to the carrying amount of inventory.) UCN does not expect that the adoption of this new Section will have a material impact on its financial statements.

Revenue Recognition

Tuition and fees are recognized as revenue in the semester or term earned.

Revenue from Market Driven Training contracts is recognized during the year at a rate approximating the delivery of the contracted programs and services.

Investment income is recognized as revenue when earned.

Contributions

Unrestricted contributions and grants are recognized as revenue when received or receivable.

Restricted contributions for which a corresponding restricted fund is not presented are recognized as revenue in the year in which the related expenditures are incurred.

Donations are reported as revenue when received. Donations restricted to disbursement as scholarships and bursaries are restricted to that purpose.

Endowment contributions (and/or investment income thereon) that are held in perpetuity according to restrictions placed by the donors are recognized as revenue in the Endowment Fund.

Contributions (or portions permitted thereof) which are designated for the purchase of capital assets are deferred and amortized to revenue at the same rate as the related capital assets are amortized to expenditures.

Short-term investments

Investments are recorded at fair market value.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 1998

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

g) Inventory

UCN Fund - Inventory is recorded at the lower of cost or net realizable value.

Northern Forest Diversification Centre Fund - Inventory is recorded at lower of average cost or net realizable value.

h) Capital Assets

Individual capital assets with a value greater than \$5,000 are capitalized and recorded at cost in the year of acquisition. Individual capital assets with a value less than \$5,000 are expensed in the year of acquisition. Amortization of capitalized assets is recorded on a straight line basis commencing the year after acquisition over the following periods:

Automotive equipment	5 years
Buildings	40 years
Building improvements	10 years
Computer equipment	5 years
Other equipment	10 years

Library holdings are valued using the "base stock" method and accordingly are recorded at the value transferred upon governance at April 1, 1993. No amortization is taken on library holdings, and subsequent library acquisitions are expensed in the year of acquisition.

Certain capital assets purchased for specific Market Driven Training contracts are expensed in the year of purchase.

i) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires that management make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

3. ACCOUNTS RECEIVABLE

2008

2007

UCN Fund

Students	\$ 597,180	\$ 576,956
Market Driven Training	1,198,945	997,676
Due from COPML	464,707	446,840
Other	1,199,282	646,664
	<u>3,460,114</u>	<u>2,668,136</u>
Less: Allowance for doubtful accounts	(748,456)	(703,052)
	<u>\$ 2,711,658</u>	<u>\$ 1,965,084</u>

Inter-University Services Fund

Students	\$ 114,072	\$ 179,603
Other	150,645	116,505
	<u>264,717</u>	<u>296,108</u>
Less: Allowance for doubtful accounts	(2,555)	(1,115)
	<u>\$ 262,162</u>	<u>\$ 294,993</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2008

3. ACCOUNTS RECEIVABLE (continued)

2008

2007

Northern Forest Diversification Centre Fund

Trade accounts receivable	\$ 38,237	\$ 37,899
Province of Manitoba		44,762
Government of Canada		44,762
Less: Allowance for doubtful accounts	<u>(38,237)</u>	<u></u>
	<u>\$</u>	<u>\$ 127,423</u>

Capital Campaign Fund

Other	\$ 1	\$
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Endowment Fund

Other	\$ 492	\$
	<u>\$ 2,974,313</u>	<u>\$ 2,387,500</u>

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value 2008	Net Book Value 2007
<i>UCN Fund</i>				
Automotive equipment	\$ 688,604	\$ 386,836	\$ 301,768	\$ 104,317
Computer equipment	772,571	432,854	339,717	114,106
Other equipment	1,674,230	751,336	922,894	465,698
Buildings/improvements	512,531	148,702	363,829	293,741
Library holdings	714,161		714,161	714,161
	<u>\$ 4,362,097</u>	<u>\$ 1,719,728</u>	<u>\$ 2,642,369</u>	<u>\$ 1,692,023</u>

	Cost	Accumulated Amortization	Net Book Value 2008	Net Book Value 2007
<i>Inter-University Services Fund</i>				
Automotive equipment	\$ 82,430	\$ 51,374	\$ 31,056	\$ 47,542
Computer equipment	60,174	40,326	19,848	25,970
Other equipment	28,448	15,546	12,902	15,202
	<u>\$ 171,052</u>	<u>\$ 107,246</u>	<u>\$ 63,806</u>	<u>\$ 88,714</u>
	<u>\$ 4,533,149</u>	<u>\$ 1,826,974</u>	<u>\$ 2,706,175</u>	<u>\$ 1,780,737</u>

5. DUE FROM PROVINCE OF MANITOBA

The Province of Manitoba has recognized its liability to the University College for the opening balances of accrued employee severance benefits and vacation benefits as at April 1, 1998, when Keewatin Community College (precursor to UCN) assumed responsibility for these expenditures.

The amount recorded as due from Province of Manitoba - vacation benefits was initially based on the estimated value of the corresponding liability as at April 1, 1998. Subsequent to April 1, 1998, the Province has included in its ongoing annual funding to UCN, an amount equal to the current year's expense for vacation pay entitlements.

The amount recorded as due from Province of Manitoba - severance benefits is the value of the corresponding actuarial liability for severance benefits as at April 1, 1998. There has been no change to the value subsequent to April 1, 1998 because the Province has provided, in its ongoing annual funding to UCN, an amount equivalent to the change in the post employment liability including annual interest and other related to the receivable. The receivable will be paid by the Province when it is determined that the funding is required to discharge the related severance benefits.

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2008

5. DUE FROM PROVINCE OF MANITOBA (continued)

	2008	2007
Accrued severance benefits	\$ 793,500	\$ 793,500
Accrued vacation benefits	752,589	752,589
	<u>\$ 1,546,089</u>	<u>\$ 1,546,089</u>

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

UCN Fund	2008	2007
Accrued liabilities	\$ 302,800	\$ 300,652
Wages and benefits payable	745,796	758,395
Trade accounts payable	1,677,735	649,202
Due to Student Associations	11,282	8,430
	<u>\$ 2,757,613</u>	<u>\$ 1,716,689</u>
Inter-University Services Fund		
Trade accounts payable	\$ 62,702	\$ 56,393
Northern Forest Diversification Centre Fund		
Trade accounts payable	\$ -	\$ 3,371
Student Award Fund		
Other	\$ 500	\$ -
	<u>\$ 2,820,815</u>	<u>\$ 1,776,453</u>

7. DEFERRED CONTRIBUTIONS

Deferred contributions reported in each fund relate to designated contributions received in the current year that are related to expenditures of a subsequent year. Changes in deferred contributions during the year are as follows:

	Beginning of Year	Increases	Decreases	End of Year
UCN Fund	<u>\$ 3,050,154</u>	<u>\$ 1,236,354</u>	<u>\$ (898,920)</u>	<u>\$ 3,387,588</u>

8. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

	Beginning of Year	Increases	Decreases	End of Year
UCN Fund	\$ 945,765	\$ 855,537	\$ 178,371	\$ 1,622,931
Inter-University Services Fund	86,714	-	24,908	61,806
	<u>\$ 1,034,479</u>	<u>\$ 855,537</u>	<u>\$ 203,279</u>	<u>\$ 1,686,737</u>

9. ACCRUED SEVERANCE BENEFITS

UCN Fund	2008	2007
Balance, beginning of year	\$ 1,302,812	\$ 1,279,187
Experience gain (loss)	-	-
Benefits accrued	105,538	96,133
Interest on accrued benefits	91,196	86,044
Severance paid	(170,871)	(108,552)
Balance, end of year	<u>\$ 1,328,675</u>	<u>\$ 1,302,812</u>

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2008

9. ACCRUED SEVERANCE BENEFITS (continued)

Inter-Universities Services Fund

Balance, beginning of year	\$ 47,060	\$ 40,703
Experience gain (loss)		
Benefits accrued	4,022	3,711
Interest on accrued benefits	3,294	2,646
Severance paid		
Balance, end of year	\$ 54,376	\$ 47,060
	<u>\$ 1,383,051</u>	<u>\$ 1,349,872</u>

An actuarial valuation of the severance obligations as at March 31, 2005 was conducted by Element & Element Ltd., Consulting Actuaries. The key actuarial assumptions were a rate of return of 7% (2000 - 7.5%), 2.5% inflation (2000 - 2.75%), salary rate increases of 3.25% (2000 - 3.5%). The accrued benefit cost method with salary projection was used and the liabilities have been extrapolated to June 30, 2008 using the projection formula provided by the actuary.

10. PENSION COSTS AND OBLIGATIONS

The University College's employees are contributing members of the provincially operated Civil Service Superannuation Plan or the Teacher's Retirement Annuity Fund defined benefit pension plans. The accumulated superannuation liabilities continue to be funded directly by the Province of Manitoba, rather than the University College itself for all employees hired prior to October 1, 2002.

The benefit to the University College of having its share of pension benefits paid directly by the Province of Manitoba has not been quantified by an actuarial valuation. The total contributions during the fiscal year by employees hired prior to October 1, 2002 were \$505,323 (2007 - \$509,623).

Total contributions during the fiscal year by employees hired after October 1, 2002 (and matched by the University College) were \$388,019 (2007 - \$262,007). These contributions represent the total pension obligations of the University College. The University College is not required under present legislation to make contributions with respect to any actuarial deficiencies of the plan.

11. CONTRACTUAL OBLIGATIONS

The University College has entered into various contracts to rent office equipment, lease facility space, and for services provided by third parties for security, food services, and snow removal. Contractual obligations over the next four years are as follows:

2008/09	398,574
2009/10	156,419
2010/11	28,071
2011/12	8,499

UNIVERSITY COLLEGE OF THE NORTH

NOTES TO FINANCIAL STATEMENTS

June 30, 2008

12. INTERNALLY RESTRICTED NET ASSETS

Appropriations from the Unrestricted Fund are made to provide for future funding for campus development, innovations funds, fiscal stabilization, conference and the establishment of a science lab.

UCN Fund

	Opening Balance	Increases	Decreases	Ending Balance
Campus Development Fund	\$ 160,653	\$	\$	\$ 160,653
Innovations Fund	22,878			22,878
Fiscal Stabilization	781,260	62,220		843,480
Programming Initiatives		2,260,200		2,260,200
Total	\$ 964,791	\$ 2,322,420	\$	\$ 3,287,211

Inter Universities Services Fund

Innovations Fund	\$ 642,890	\$ 12,094	\$	\$ 654,984
Conferences	50,000			50,000
Science Lab	100,000			100,000
Total	\$ 792,890	\$ 12,094	\$	\$ 804,984
	\$ 1,757,681	\$ 2,334,514	\$	\$ 4,092,195

The net increase to the Internally Restricted Net Assets in the UCN Fund is \$2,322,420 and the IUS Fund is \$12,094. The overall increase to the Internally Restricted Net Assets is \$2,334,514.

13. RELATED PARTY TRANSACTIONS

The University College is related in terms of common ownership to all Province of Manitoba created departments, agencies and Crown Corporations. The University College enters into transactions with these entities in the normal course of business. These transactions are recorded at the exchange amount. The \$817,388 in facility costs was paid to Manitoba Infrastructure and Transportation for the rental of buildings. Funds available for short-term investments are invested with the Province of Manitoba. At June 30, 2008 \$8.2 million (2007 \$7.1 million) was invested with the Province of Manitoba.

14. COMPARATIVE FIGURES

Certain of the comparative figures have been reclassified to conform to the financial statement presentation adopted for the current year.

15. DISCONTINUED OPERATIONS - NFDC

On December 31, 2007, the operations of NFDC ceased to continue. In the 2008/09 fiscal year management will seek approval to close the bank account and use the dollars to continue the training portion of NFDC under regular educational operations through UCN.

UNIVERSITY COLLEGE OF THE NORTH
STATEMENT OF FINANCIAL POSITION - GENERAL

STATEMENT 1A

JUNE 30

	UCN Fund	IUS Fund	NFDC Fund	2008	2007
ASSETS					
CURRENT					
Cash and short-term investments	\$ 8,399,375	\$ 964,842	\$ 57,608	\$ 9,421,825	\$ 7,880,338
Accounts receivable (Note 3)	2,711,658	262,162		2,973,820	2,387,500
Due to/from other funds	220,347	(223,563)	3,216		
Due from Province of Manitoba (Note 5)	752,589			752,589	752,589
Inventory	127,315			127,315	168,084
Prepaid expenses	151,918			151,918	49,992
	<u>12,363,202</u>	<u>1,003,441</u>	<u>60,824</u>	<u>13,427,467</u>	<u>11,238,503</u>
LONG TERM					
Capital assets (Note 4)	2,642,369	63,806		2,706,175	1,780,737
Due from Province of Manitoba (Note 5)	788,490	5,010		793,500	793,500
	<u>3,430,859</u>	<u>68,816</u>		<u>3,499,675</u>	<u>2,574,237</u>
TOTAL ASSETS	<u>\$ 15,794,061</u>	<u>\$ 1,072,257</u>	<u>\$ 60,824</u>	<u>\$ 16,927,142</u>	<u>\$ 13,812,740</u>
LIABILITIES					
CURRENT					
Accounts payable and accrued liabilities (Note 6)	\$ 2,757,613	\$ 62,702	\$	\$ 2,820,315	\$ 1,776,453
Deferred revenue	222,712			222,712	536,027
Deferred contributions (Note 7)	3,387,588			3,387,588	3,050,154
Accrued vacation benefits	1,838,694	86,389		1,925,083	1,709,031
	<u>8,206,607</u>	<u>149,091</u>		<u>8,355,698</u>	<u>7,071,665</u>
LONG TERM					
Deferred contributions related to capital assets (Note 8)	1,622,931	63,806		1,686,737	1,034,479
Accrued severance benefits (Note 9)	1,328,675	54,376		1,383,051	1,349,872
	<u>2,951,606</u>	<u>118,182</u>		<u>3,069,788</u>	<u>2,384,351</u>
FUND BALANCES					
FUND SURPLUS (DEFICIT)					
CONTRIBUTED SURPLUS	218,701			218,701	218,701
NET ASSETS INVESTED IN CAPITAL ASSETS	1,019,437			1,019,437	760,560
NET ASSETS INTERNALLY RESTRICTED (Note 12)	3,287,211	804,984		4,092,195	1,757,681
UNRESTRICTED NET ASSETS	110,499		60,824	171,323	1,619,782
	<u>4,635,848</u>	<u>804,984</u>	<u>60,824</u>	<u>5,501,656</u>	<u>4,356,724</u>
TOTAL LIABILITIES & FUND BALANCES	<u>\$ 15,794,061</u>	<u>\$ 1,072,257</u>	<u>\$ 60,824</u>	<u>\$ 16,927,142</u>	<u>\$ 13,812,740</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT OF OPERATIONS - GENERAL

YEAR ENDED JUNE 30

	UCN Fund	IUS Fund	NFDC Fund	Total	
				2008	2007
REVENUES					
Grants					
Council on Post-Secondary Education	\$ 22,535,796	\$ 1,004,500	\$	\$ 23,540,296	\$ 18,785,821
Other Province of Manitoba	575,877		36,566	612,443	597,504
Government of Canada	5,400		11,430	16,830	93,844
Amortization of deferred contributions related to capital assets	178,371	24,908		203,279	181,647
Ancillary sales and services	1,632,516		8,328	1,640,844	1,572,255
Investment income	383,500	8,653		392,153	284,098
Market Driven Training	2,911,782			2,911,782	1,701,186
Tuition and student fees	2,217,015	287,410		2,504,425	2,386,851
Other revenue	1,020,780	17,363		1,038,143	1,228,089
	<u>31,461,037</u>	<u>1,342,834</u>	<u>56,324</u>	<u>32,860,195</u>	<u>26,831,295</u>
EXPENSES					
Advertising	228,765	21,151		249,916	205,107
Amortization of capital assets	195,510	24,908		220,418	201,582
Bad debts (Recovery)			38,237	38,237	318,898
Cost of Goods Sold	969,163		4,383	973,546	1,007,662
Employee benefits	1,831,475	82,064	3,527	1,917,066	1,615,530
Insurance	77,456	5,020		82,476	99,261
Library acquisitions	272,627			272,627	129,505
Facility costs	817,388			817,388	828,847
Furniture and minor equipment	1,761,303	8,323		1,769,626	589,165
Loss on disposal of capital assets	4,509			4,509	3,189
Loss on inventory write down			38,848	38,848	19,841
Maintenance and repairs	100,735	7,263		107,998	85,459
Operational supplies and services	3,403,382	134,297	654	3,538,333	2,810,764
Property taxes	497,329			497,329	485,643
Rentals and leases	386,361	14,396		400,757	377,456
Salaries	17,832,983	872,594	27,285	18,732,862	15,667,288
Telephone and communication	518,499	10,703	2,348	531,550	483,256
Travel and hospitality	1,243,737	150,021		1,393,758	1,009,728
Utilities	128,019			128,019	121,486
	<u>30,269,241</u>	<u>1,330,740</u>	<u>115,282</u>	<u>31,715,263</u>	<u>26,059,667</u>
EXCESS REVENUES (EXPENSES)	<u>\$ 1,191,796</u>	<u>\$ 12,094</u>	<u>\$ (58,958)</u>	<u>\$ 1,144,932</u>	<u>\$ 771,628</u>

UNIVERSITY COLLEGE OF THE NORTH

STATEMENT 3A

STATEMENT OF CHANGES IN FUND BALANCES - GENERAL

YEAR ENDED JUNE 30

	Unrestricted			Unrestricted Total	Internally Restricted		Internally Restricted Total	Net Assets Invested in Capital Assets	Contributed Surplus	Total	
	UCN Fund	UJS Fund	NFDC Fund		UCN Fund	UJS Fund				2008	2007
FUND SURPLUS (DEFICIT), beginning of year	\$ 1,500,000	\$	\$ 119,782	\$ 1,619,782	\$ 904,791	\$ 730,850	\$ 1,757,681	\$ 780,560	\$ 218,701	\$ 4,356,724	\$ 3,563,080
EXCESS REVENUES (EXPENSES)	1,181,790	12,694	(58,958)	1,144,932						1,144,932	771,628
CHANGE IN NET ASSETS INVESTED IN CAPITAL ASSETS											
Amortization of capital assets	105,510	24,908		220,418				(220,418)			
Amortization of deferred contributions related to capital assets	(178,271)	(24,908)		(203,279)				203,279			
Purchase of capital assets	(314,229)			(314,229)				(314,229)			
Disposal of capital assets	23,911			23,911				(23,911)			
NET FUND TRANSFERS	(2,308,118)	(12,094)		(2,320,212)	2,322,420	12,094	2,334,514	(84,302)			
FUND SURPLUS (DEFICIT), end of year	\$ 110,499	\$	\$ 66,824	\$ 177,323	\$ 3,287,211	\$ 204,964	\$ 4,093,195	\$ 1,619,437	\$ 218,701	\$ 5,931,656	\$ 4,356,724

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE OF OTHER GRANT REVENUE (unaudited)

SCHEDULE 1

YEAR ENDED JUNE 30

	2008	2007
Province of Manitoba		
Adult Learning Centre	\$ 387,511	\$ 375,000
Computer Based Learning System	114,429	99,179
Essential Skills Assessment/Enhancement	25,000	
Protection Services	48,937	37,407
	<u>\$ 575,877</u>	<u>\$ 511,586</u>

SCHEDULE OF ANCILLARY SALES AND SERVICES (unaudited)

SCHEDULE 2

YEAR ENDED JUNE 30

	2008	2007
Bookstore	\$ 1,109,679	\$ 1,021,610
Cafeteria	234,715	177,375
Residence	288,122	221,197
	<u>\$ 1,632,516</u>	<u>\$ 1,420,182</u>

SCHEDULE OF TUITION AND STUDENT FEES (unaudited)

SCHEDULE 3

YEAR ENDED JUNE 30

	2008	2007
Apprenticeship	\$ 833,467	\$ 873,120
Core-funded programs	1,265,566	1,082,141
Continuing Educ.		
Credit courses	89,055	78,527
Non-credit	28,927	25,876
	<u>\$ 2,217,015</u>	<u>\$ 2,059,664</u>

UNIVERSITY COLLEGE OF THE NORTH

SCHEDULE 4

SCHEDULE OF UCN EXPENDITURES BY FUNCTION (unaudited)

	Salaries & Benefits	Other	TOTAL	
			2008	2007
Academic	\$ 9,905,712	\$ 1,863,705	\$11,768,917	\$ 10,086,515
Administration	2,535,402	2,089,425	4,624,827	4,495,061
Ancillary Sales & Services	559,927	1,087,712	1,647,639	1,459,378
Continuing Education	157,399	18,582	175,981	70,901
Library	371,791	396,014	767,805	469,140
Market Driven Training	2,241,271	460,465	2,701,736	1,509,936
Thompson Break In		15,140	15,140	28432
MIS	721,685	1,552,732	2,274,417	1,228,899
Plant	535,310	2,141,190	2,676,500	2,423,961
Program Support	2,619,356	996,923	3,616,279	2,766,310
	<u>\$19,647,853</u>	<u>\$10,621,388</u>	<u>\$30,269,241</u>	<u>\$24,538,533</u>

University College

OF THE NORTH

SCHEDULE OF PUBLIC SECTOR COMPENSATION

June 30, 2008

P.O. BOX 3000, THE PAS, MANITOBA, CANADA, R9A 1M7
(204) 527-8500
www.ucn.ca



OFFICE OF THE
AUDITOR GENERAL
MANITOBA

AUDITORS' REPORT
Schedule of Public Sector Compensation Disclosure

To the Lieutenant Governor in Council
To the Legislative Assembly of Manitoba
To the Governing Council of the University College of the North

We have audited the Schedule of Public Sector Compensation Disclosure of the University College of the North for the year ended June 30, 2008, prepared in accordance with Section 2 of The Public Sector Compensation Disclosure Act. This financial information is the responsibility of the University College's management. Our responsibility is to express an opinion on this financial information based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial information is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial information. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial information.

In our opinion, this schedule presents fairly, in all material respects, the employee compensation payments of the University College of the North for the ended June 30, 2008, in accordance with the provisions of The Public Sector Compensation Disclosure Act.

[Handwritten signature]

Office of the Auditor General

Winnipeg, Manitoba
September 12, 2008

UNIVERSITY COLLEGE OF THE NORTH

Schedule 8

SCHEDULE OF PUBLIC SECTOR COMPENSATION DISCLOSURE

For the year ended June 30, 2008

As per the Public Sector Compensation Disclosure Act of the Province of Manitoba, Section 2(1)(b), the University College of the North is required to disclose to the public the aggregate compensation paid to the University's Board members. In 2007/08, the University paid, in aggregate, \$36,300 to the Governing Council, and \$13,575 to the Elders' Council.

Under Section 2(1)(c) of the Public Sector Compensation Disclosure Act, the University must disclose the amount of compensation it pays or provides in the fiscal year, directly or indirectly, to, or for the benefit of, each of its officers, employees and council members, where compensation is \$50,000 or more. For the 2007/08 fiscal year, the required compensation disclosure is as follows.

Name	Position	Compensation
ALLEN LINDA	Instructor	\$ 66938
ANDERSON LINDA	Instructor	65031
BACHINGER JACOB	Instructor	68109
BAFFOE DOMINIC	Administrative Applications Specialist	71266
BALLANTYNE LORETTA	Training Consultant	71376
BALLANTYNE MICHELLE	Instructor	63936
BARBEAU SUSAN	Instructor	67266
BARBER SANDRA	Instructor	80703
BARR KELLY	Instructor	63416
BARTLETT FAYE	Instructor	68487
BASCHAK CRYSTAL	Instructor	66938
BERLITZKY TERAUNA	Instructor	69643
BEST CINDY	Regional Centre Coordinator	51449
BEST AND GAYLENE	Cashier	52184
BIGHETT KEN	Regional Centre Coordinator	50814
BLACKBURN JOLEE	Curriculum Consultant	77397
BOLAND ROBERT	Instructor	69445
BOLTON CORALEE A	Instructor	66988
BRAND GARY J	Instructor	70930
BURIK RICHARD	Instructor	71003
CAMERON DENNIS	Instructor	68058
CARLSON BARBARA	Instructor	64518
CASTLE RONALD	Human Resources Officer	51196
CLARK LAVINA	HUS Manager	83120
CLARKSON RAYMOND	Instructor	66508
COLE PETER	Associate Professor	89737
CONSTANT PHILLIP	Instructor	63289
COOK MONICA	Director, Human Resources	90105
CROWL AARON	Instructor	56000
CROWTHER INGRID	Program Coordinator	56806
DECORBY DIANNE M	Assistant Program Coordinator	59890
DEHOOP MICHAEL	Instructor	63089
DESPINS CAROLLEE	Associate Director, Finance	52169
DEWAR LOUISE	Recruitment Officer	65510
DOMAN SHELLEY	Librarian	51534
DUBESKY CHRISTA	Instructor	72317
DUCHARME SHAWN	Computer Operator	53214
DUNCAN DENISE	Recreation Coordinator	63869
ELASCHUK JUDITH	Secretary - Governing Council	55894
ENNIS RHONDA	Instructor	66763
FIEDLER CLARA	Coordinator, Enrollment Services	51589
FITZPATRICK JACKIE	Student Counselor	63818

Name	Position	Compensation
BERMESTAD BJANIS	Human Resources Assistant	\$ 81334
GAGNE SUZANNE	Training Consultant	83498
GALE DONALDA	Coordinator, Enrollment Services	50038
GALE GORDON R	Instructor	74624
GARDNER STANLEY	Director, Library and Instructional Services	75717
GARRIOTT PETER	Training Consultant	75949
GELLER PETER	Dean of Arts	100698
GEMMILL ROBERT	Instructor	69875
GIRLING CAROL M	Director, Enrollment Services & Registrar	83507
GOODRIDGE NANCY	Administrative Coordinator	65427
GRAHAM KELLY J	Administrative Applications Specialist	68790
GRANDY JASON	Instructor	70698
GUIBOCHE GINA	Student Counselor	67290
GUIMOND ZELMA	Instructor	61995
HANSEN JOHN	Lecturer	66781
HARPER JOAN	Student Counselor	67982
HART DARCY	Instructor	56470
HEINTZ MADELLINE	Building Service Supervisor	54453
HELSROM ROBERT	Instructor	66938
HENNING DENISE	President	153809
HILL CONNIE	Instructor	70702
HOBBS PERRY	Building Service Supervisor Admin Officer	67937
HOFFLY JOHN	Senior Advisor, University Development	51904
HOPTON KEVIN	Instructor	53084
HOWATT BLOU	Instructor	67363
JEFFREY GARY	Instructor	71172
JONASSON KONRAD C	Vice President, Community-Based Services	104469
KINLS DARYL	Director, Information Technology	103752
KING DAVID	Assistant Professor	82125
KITCHIKESIK RUBENA	Instructor	75019
KLIMCHUK PATRICIA	Instructor	66938
KNUDSON MURRAY	Instructor	66381
KOLEBABA ROBERT	Instructor	73854
KOPLICHUK MYRNA	Instructor	73448
KOZAK RICHARD	Instructor	67378
KOZUN DONNA	Instructor	72349
KRUK BORYS	Instructor	78986
LACIMODIERE JULYDA	Student Counselor	68038
LANGLOIS DARRYL	Educational Assistant	52785
LAUBMANN KARI	Instructor	61184
LAUVSTAD DOUGLAS	Director, Northern MB Labor Market Sector Council	107042
LAYCOCK KIMBERLY	Instructor	70652
LEARY KATHLEEN	Vice-President, Administration & Finance	109120
LOLWEN BRIAN D	Academic Service Coordinator	63809
LOGGET MICHELLE	Instructor	68413
LUNDIE DAVE	Regional Centre Coordinator	52531
LYSOHIRKA MEGAN	Program Coordinator	54136
MADRIGGA DONNA	Finance Analyst	51235
MARION JAMES	Instructor	53525
MARTIN JOHN	Elder	90105
MASON MATTHEW	Student Counselor	56092
MATHESON SUE	Assistant Professor	79927
MCALORUM SHANNON	Librarian	59665
MCDONALD G WADIE	Instructor	63098
MCDONALD WILLIAM A	Dean of Access	99687

Name	Position	Compensation
MCKE TERRALYN	Instructor	\$ 66442
MCLAUGHLIN AL	Instructor	67171
MCCLOD PHYLLIS	Student Counselor	64949
MCCLOD SHARON	Instructor	68413
MCNAUGHTON KATHRYN	Vice-President, Academic	133894
MEIKO GARY	Instructor	71185
MELNICK LINDA	Director, Academic Development	88502
MENARD CAMERON	Instructor	67037
MERCREDI GERALDINE	Cook	51812
MITCALFE JAMES	Finance Supervisor	53778
MYER MARILYN	Instructor	68469
MICHELL MARTHA	Instructor	56937
MINISH MICHELLE	Student Counselor	61568
MINNIS JOHN	Associate Professor	90359
MIRZA-AGHA MEHRDAD	Instructor	74117
MISLING ROLAND	Instructor	74969
MITCHELL RACHEL	Instructor	70825
MOLEN TAMMY	Student Counselor	58491
MOLYNEAUX CARRIE L	Pay & Benefits Coordinator	66006
MOORE PATRICIA	Instructor	71681
MORRISON ALLAN	Instructor	68174
MULLENBURG SANDRA J	Chief Financial Officer	92482
MUNRO MICHAEL	Assessment Services Coordinator	85194
MURRAY BOB A	Training Consultant	69123
NATHANIEL VIRGIL	Associate Professor	77914
NORDICK CINDY L	Instructor	71403
OMAN MURRAY	Instructor	67235
PASKARUK ARNOLD E	Instructor	66938
PAUPANAKIS ADELE	Instructor	68184
PEARCE JUDY	Thompson Campus Manager	70667
PENNER ROBERT	Dean of Health & Applied Science	99687
PETER SELVIN	Dean of Trades and Technology	99900
PETERS LILY	Instructor	68465
POLISCHUK GERALD	Instructor	66938
PRINGLE CONSTANCE	Dean of Business	109566
RAIT DAVID	Educational Assistant	53959
REDDY CHRIS R	Institutional Researcher	95765
RIAUKA VFRONICA	Instructor	82714
ROBB E SHAUN	Instructor	63118
ROBINSON ANDREA	Instructor	68423
ROBINSON ROBERT	Instructor	63633
ROSIN DEBRA	Instructor	62988
ROTH KATHLEEN	Instructor	73506
ROWDEN DENISE	Instructor	58353
ROWL DINA H	Instructor	69472
SANDERSON LESLIE	Curriculum Consultant	76228
SHAND DEWIN W	Administrative Applications Specialist	67759
SIMPKINS MAUREEN	Assistant Professor	70058
SINCLAIR ELSIE	Student Counselor	64429
SMITH BERNIDE	Residence Counselor	64550
SOLIMAN MOHAMED	Instructor	72604
SOLUCY FREDERICK	Instructor	64037
SRINIVAS KOPPA	Instructor	71128
STEPANUK JEFFRAY	Instructor	71045
STOYKO MICHAEL	Instructor	63098

Name	Position	Compensation
SWANSON IRVIN	Regional Centre Coordinator	\$ 67568
SZESZYCKI JUDITH	Instructor	69445
TAVENER NATALIE	Residence Manager	57735
TAYLOR RICHARD	Instructor	69199
TIKI PA MICHAEL S	Instructor	68469
TROWELL WILLIAM	Instructor	69640
TURNER LESLIE	Coordinator miniwiskiskiwamakewin Centre	67473
VISSIERE SAMUEL	Assistant Professor	67625
WALLWIN NOREEN	Instructor	69507
WASYLIK BRENDA	Instructor	71473
WILATON JANE T	Instructor	51346
WILNHAM ALEASHA	Instructor	54675
WILBE JACINTA	Instructor	67388
WILCHOWY DANIEL	Administrative Application Specialist	84225
WILLIAMSON DAVID	Instructor	75628
WILLIAMSON MICHAEL	Instructor	55396
WOLANSKI-MCGIRK LISA	Instructor	70930
YOUNG DORIS	Aboriginal Community Consultant	102776
ZERAN VICKI	Instructor	74171

University College

OF THE NORTH

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A black and white photograph of a forested shoreline. The foreground shows dark, rippling water. The middle ground is a dense forest of various trees, including several tall evergreens. A particularly large, well-developed evergreen tree stands prominently on the right side of the frame. The background is a bright, overexposed sky.

University College